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ABSTRACT

This workbook was developed to assist adult educators in creating a fundraising plan, identifying funding sources, and developing techniques to receive funding from a variety of sources. Its materials are taken from a 2-day workshop given for persons involved in fundraising for nonprofit groups, especially adult education groups. The workbook is organized in three sections. The first section focuses on the world of money, including philanthropy, sources of funding, and what induces people to be generous. The second section, which makes up most of the guide, outlines 10 phases of a fundraising plan. These phases include (1) taking stock of strengths and weaknesses; (2) choosing funding partners; (3) setting fundraising goals; (4) developing a strategy to secure support from individuals; (5) developing a strategy to secure support from institutions; (6) making the case; (7) preparing the final fundraising plan; (8) making the approach; (9) building the relationship with supporters; and (10) monitoring and evaluating fundraising efforts. The final section emphasizes selling the program. The workbook provides worksheets, examples, and transparency masters. (KC)

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MAXIMIZING RESOURCES

WORKBOOK

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MAXIMIZING RESOURCES

DAY 1: PRESENTED BY MICHAEL SELTZER

9:00 - 9:10 a.m.:	Welcome, Introduction
9:10 - 9:20 a.m.:	10-Minute "Expectations" Quilt Exercise
9:20 - 9:50 a.m.:	The World of Money
	PHILANTHROPY (p. 1)
	THE MANY SOURCE OF FUNDING (p. 2)
9:50 - 10:05 a.m.:	Where is Our Support?
	WHAT INDUCES AMERICANS TO BE GENEROUS? (p. 3)
	WORKSHEET A: FINANCE WORKSHEET (p. 4)
10:05 - 10:20 a.m.:	**BREAK**
10:20 - 10:40 a.m.:	10 Phases of Your Fundraising Plan
	TEN PHASES OF YOUR FUNDRAISING PLAN (pp. 7-7)
10:40 - 10:50 a.m.:	Phase 1 - Taking Stock of Your Strengths and Values
	WORKSHEET B: GETTING YOUR HOUSE IN ORDER (pp. 9-10)
	WORKSHEET C: TAKING STOCK OF YOUR STRENGTHS AND VALUES (pp. 11-13)
10:50 - 11:20 a.m.:	Phase 2 - Choosing Funding Partners
	WORKSHEET D: SELECTING PROSPECTIVE FUNDING PARTNERS (pp. 16-17)
	WORKSHEET E: IDENTIFYING YOUR TARGETS (p. 18)
11:20 - 11:30 p.m.:	Phase 3 - Setting Fundraising Goals
	WORKSHEET F: SETTING YOUR ANNUAL FUND DRIVE GOAL (p. 20)
	PUBLICIZING YOUR ANNUAL DRIVE (p. 21)
	THE ANNUAL FUND (p. 22-23)

11:30 - 12:00 noon:	Phase 4 - Developing a Strategy to Secure Support from Individuals
	WORKSHEET G: PROSPECTIVE INDIVIDUAL CONTRIBUTORS (p. 25)
	SECURING INDIVIDUAL CONTRIBUTIONS - EXAMPLES (p. 26-35)
	GUIDELINES FOR WEEKING INDIVIDUAL SUPPORT (p. 36)
	WORKSHEET H: FIVE MOST PROMISING CATEGORIES OF INDIVIDUAL CONTRIBUTORS (p. 37)
	EXAMPLE - APPROACHES TO SECURING CONSTITUENCY SUPPORT (p. 38)
	WORKSHEET I: CONSTITUENCY WORKSHEET (p. 39)
12:00 - 1:00 p.m.:	**LUNCH**
1:00 - 1:30 p.m.:	Phase 5 - Developing a Strategy to Secure Institutional Support
	HOW CORPORATIONS AND BUSINESSES EXTEND SUPPORT (p. 41)
	PRIVATE GIVING OF CORPORATIONS (p. 42)
	STEPS IN A CORPORATE FUNDRAISING CAMPAIGN (p. 43-46)
1:30 - 2:00 p.m.:	Corporate Support: Assessing What Your Organization/Agency Brings to the Table
	WORKSHEET J: INVENTORYING YOUR ASSETS (p. 48)
2:00 - 2:30 p.m.:	Corporate Support: Making the Match
	TARGETING PROSPECTIVE BUSINESSES AND CORPORATIONS (p. 49)
	WORKSHEET K: INVENTORYING THE LOCAL BUSINESS COMMUNITY (p. 50)
	WORKSHEET L: IDENTIFYING YOUR TARGETS (p. 51)
	WORKSHEET M: MAKING THE MATCH (p. 52)
	BRAINSTORMING (p. 53)
2:30 - 2:45 p.m.:	Seeking Support from Foundations
2:45 - 3:00 p.m.:	**BREAK**

3:00 - 3:15 p.m.:	Phase 6 - Making the Case: Finding Other Voices; Phase 7 - Preparing the Fundraising Plan **WORKSHEET N: FINANCIAL PLAN FOR YOUR ORGANIZATION** (p. 56) **SUCCESSFUL FUNDRAISING PLANS** (pp. 57-66) **DEVELOPING INFORMATION MATERIAL** (pp. 67-75)
3:15 - 3:30 p.m.:	Phase 8 - Making the Approach **LADDER OF COMMUNICATION EFFECTIVENESS** (p. 76) **WORKSHEET P: SELECTING YOUR ASKERS** (p. 77)
3:30 - 3:45 p.m.:	Phase 9 - Building the Relationships with Your Supporters; Phase 10 - Monitoring and Evaluating Your Fundraising Effort **EXAMPLE - BUILDING RELATIONSHIPS** (p. 79)
3:45 - 4:00 p.m.:	Building Support Within Your Organization: Staffing the Fundraising Effort **SUCCESSFUL COMMUNITY FUNDRAISING** (p. 80) **WORKSHEET Q: THE "YES, BUT..." WORKSHEET** (p. 81) **WHERE DO YOU GO FROM HERE?** (p. 82)
4:00 - 4:15 p.m.:	Evaluation

MAXIMIZING RESOURCES

DAY 2: PRESENTED BY WINIFRED M. DeLOAYZA and NILE HEERMANS

9:00 - 9:30 a.m.:	How Do I Feel About Seeking Funds? **WORKSHEET R: HOW DO I FEEL ABOUT "SELLING" MY PROGRAM?** (p. 83)
9:30 - 10:00 a.m.:	Adult Literacy as a Business
10:00 - 10:45 a.m.:	What Do Investors Want? **CASE STUDIES: WHAT DO INVESTORS WANT?** (p. 84)
10:45 - 11:00 a.m.:	**BREAK**
11:00 - 11:20 a.m.:	How Do We Improve the Match?
11:20 - 11:40 a.m.:	Identifying Investors **WORKSHEET S: GOVERNMENT FUNDING SOURCES** (p. 85)
11:40 - 12:00 noon:	Case Study: Identifying Multiple Funding Sources **WORKING WITH MULTIPLE FUNDING SOURCES** (p. 86) **WORKSHEET T: ASSESSING YOUR CAPABILITY TO WORK WITH MULTIPLE FUNDING SOURCES** (p. 87)
12:00 - 1:00 p.m.:	**LUNCH**
1:00 - 1:30 p.m.:	Generating Additional Sources **BRAINSTORMING** (p. 53)
1:30 - 1:50 p.m.:	Case Study: Turning a Program Around
1:50 - 2:45 p.m.:	What Can I Do? **WORKSHEET U: FUNDRAISING IMPLEMENTATION PLAN** (p. 88)
2:45 - 3:00 p.m.:	**BREAK**
3:00 - 3:20 p.m.:	Case Study: The Saturated Market **SURVEY ON ADULT EDUCATION AND TRAINING PROGRAMS** (p. 92) **SPECIAL PROJECTS REGISTRATION FORM** (p. 93)
3:20 - 3:30 p.m.:	Selling Techniques **BASIC APPROACH TO A SALES INTERVIEW** (p. 94)
3:30 - 4:00 p.m.:	Role Play: Selling Your Program to Investors **ROLE PLAYS: SELLING YOUR PROGRAM** (p. 95)
4:00 - 4:15 p.m.:	Evaluation

MAXIMIZING RESOURCES
LEARNING OBJECTIVES

Participants will learn the phases of a fundraising planning process.

Participants will become familiar with the varieties of funding sources available.

Participants will learn several techniques for getting funding from a variety of funding sources.

I. THE WORLD OF MONEY

PHILANTHROPY

1986
Total Contributions: $87.22 billion

	Contributions (in billions)	Contributions as Percent of Total
Individuals	$71.72	82.0%
Bequests	$ 5.83	6.7%
Foundations	$ 5.17	5.9%
Corporations	$ 4.50	5.2%

	Distribution (in billions)	Distribution as Percent of Total
Religion	$40.90	46.9%
Health	$12.26	14.0%
Education	$12.73	14.6%
Human Services	$ 9.13	10.5%
Arts, Culture, Humanities	$ 5.83	6.7%
Public/Society Benefit	$ 2.38	2.7%
Other	$ 3.99	4.6%

Source: *Giving USA*

THE MANY SOURCES OF FUNDING

INDIVIDUALS

Face-to-Face Solicitation
Direct Mail
Special Events
Planned Giving
Earned and Venture Income

INSTITUTIONS

Foundations
Corporations and Businesses
Government
Religious Institutions
Federated Fundraising Organizations
Associations of Individuals

WHAT INDUCES AMERICANS TO BE GENEROUS?

Values and Benefits

Sense of Community

Sense of Personal Worth

Posterity

Sheer Fun and Pleasure

Feeling Good

WORKSHEET A

FINANCIAL DIAGNOSIS OF YOUR ORGANIZATION

	Income for Last Fiscal Year	
	$ Amount	% of Total Budget
A. Individual Support		
1. Memberships		
2. Special Events		
3. Major Contributors		
4. Other Direct Mail Appeals		
5. Planned Gifts		
6. Sales of Products/Services		
7. Other		
Subtotal		
B. Institutional Support		
1. Foundations		
2. Businesses/Corporations		
3. Religious Institutions		
4. Federated Organizations		
5. Associations of Individuals		
Subtotal		
C. Government Support		
1. Local		
2. State		
3. Federal		
Subtotal		
Total		

II. TEN PHASES OF YOUR FUNDRAISING PLAN

TEN PHASES OF YOUR FUNDRAISING PLAN

PHASE 1	Taking Stock of Your Strengths and Values
PHASE 2	Choosing Funding Partners
PHASE 3	Setting Fundraising Goals
PHASE 4	Developing a Strategy to Secure Support from Individuals: Creating Fundraising Traditions
PHASE 5	Developing a Strategy to Secure Support from Institutions
PHASE 6	Making the Case: Finding Other "Voices"
PHASE 7	Preparing the Final Fundraising Plan
PHASE 8	Making the Approach
PHASE 9	Building the Relationship with Your Supporters
PHASE 10	Monitoring and Evaluating Your Fundraising Efforts

THE TEN PHASES

Phase 1. Taking Stock of Your Strengths and Values

What can you bring to the funders' table? What do you have to offer in exchange for the dollars you wish to receive?

Phase 2. Choosing Funding Partners

Select from among all the potential stakeholders those who will become your most committed partners.

Phase 3. Setting Fundraising Goals

How can you present your financial needs to your supporters? How much should you ask your prospective partners for?

Phase 4. Developing a Strategy to Secure Support from Individuals

Identify your most likely individual backers and decide how to secure their ongoing support.

Phase 5. Developing a Strategy to Secure Support from Institutions

Identify the institutions most likely to support your work and decide how to elicit their support.

Phase 6. Making the Case: Finding Other "Voices"

Develop materials to tell others about your organization and ask for their support.

Phase 7. Preparing the Final Fundraising Plan and Calendar

Organize the activities and tasks needed to carry out your fundraising plan and place them on a work calendar.

Phase 8. Making the Approach

Developing the most effective way to approach individuals and institutions for support.

Phase 9. Building the Relationship with Your Supporters

Sustain and strengthen your supporters' interest and involvement in your work.

Phase 10. Monitoring and Evaluating Your Fundraising Efforts

Use your experience to determine what does and does not work in order to lay the groundwork for next year's efforts.

PHASE 1
Taking Stock of Your Strengths and Values
PHASE 2
PHASE 3
PHASE 4
PHASE 5
PHASE 6
PHASE 7
PHASE 8
PHASE 9
PHASE 10

WORKSHEET B

GETTING YOUR HOUSE IN ORDER

Name of Your Organization: _____

_____

1. Statement of Purpose

The purpose of this organization is:

_____

_____

_____

_____

(See Chapter 1 if you need assistance)

2. Structure

Our organization has: (Check the appropriate boxes)

a. INCORPORATION

☐ filed for incorporation as a not-for-profit corporation with the State of_____, and expects to have a response by _____.
(date)

☐ received notice from the State of _____ that its application for incorporation has been accepted as of _____.
(date)

b. FEDERAL TAX-EXEMPTION

☐ filed for exemption from Federal Income Tax with the Internal Revenue Service, and expects to have a response by _____.
(date)

☐ received notice from the Internal Revenue Service that it has been awarded a exemption from Federal income tax under section 501 (c) (3) of the IRS Code as of _____.
(date).

c. ADOPTION

☐ been adopted as a project of _____, which is incorporated within the
(name)
State of _____, and is federally tax-exempt under section 501 (c) (3) of the Internal Revenue Code.

d. FISCAL SPONSORSHIP

☐ secured _____ as a fiscal sponsor
(name of non-profit organization)
of our activities.

WORKSHEET B (Cont.)

e. UNINCORPORATED ASSOCIATION
☐ decided to operate as a unincorporated association.
(See Chapter 2 if you need assistance)

3. Governance

a. We have written a set of by-laws that designates the _____ as the prime decision-making body within our organization. (board of directors, steering committee, etc.)

b. We have decided (to be, not to be) a membership organization.
(See Chapter 3 if you need assistance)

4. Programs

a. We are currently conducting the following programs:

1) _____
2) _____
3) _____
4) _____

b. We would like to establish the additional following programs:

1) _____
2) _____
3) _____
4) _____

(See Chapter 4 if you need assistance)

5. Budgets

a. The total operating budget for our organization for the upcoming year is: $_____ (198_ to 198_)

b. The estimated budgets for our projected programs for that year are:

Programs	*12-Month Budget*
1) _____	$_____
2) _____	$_____
3) _____	$_____
4) _____	$_____
5) _____	$_____

(See Chapter 5 if you need assistance)

WORKSHEET C

TAKING STOCK OF YOUR STRENGTHS AND WEAKNESSES

Program History

1. What projects or programs has your organization successfully implemented?

A. _____ _____ (year)

B. _____ _____ (year)

C. _____ _____ (year)

D. _____ _____ (year)

2. Explain why these efforts succeeded. What changes did they effect?

A. _____ Results: _____

_____ _____

_____ _____

B. _____ Results: _____

_____ _____

_____ _____

C. _____ Results: _____

_____ _____

_____ _____

D. _____ Results: _____

_____ _____

_____ _____

3. What skills and abilities enabled you to succeed in these efforts (personal or organizational or both)?

_____

_____

_____

4. In what ways can you show external evidence of success in your past work?

A. Statistics: _____

_____

_____

WORKSHEET C (Cont.)

B. Letters of appreciation: _____

_____

_____

C. Assessments by outside bodies: (i. e. funders, government agencies, professional associations, etc.): _____

_____

_____

D. Media Coverage:
(i.e. articles in local and national ne vspapers and magazines, television and radio coverage, etc.) _____

_____

_____

E. Miscellaneous: _____

_____

_____

Board and Staff HIstory

5. What are the qualifications of your past and current board members and staff?

Board *Staff*

_____ _____

_____ _____

_____ _____

6. What commendations have they received in recognition of their talents and contributions?

Board *Staff*

_____ _____

_____ _____

_____ _____

7. How would you describe their most unique abilities?

Board *Staff*

_____ _____

_____ _____

_____ _____

WORKSHEET C (Cont.)

Organizational History

8. How long has your organization been in existence?

_____ Brand New _____ Years Old

9. What distinguishes your past work from other similar organizations? In which explicit ways are you unique?

_____

_____

_____

10. What recognition has your organization as a whole received since its inception? (i.e. invitations to speak at conferences, workshops, public rallies, legislative hearings, etc.; certificates of commendation; quotations in scholarly or popular journals and magazines, etc.; letters of appreciation; etc.)

_____

_____

Funding History

11. What kinds of institutions have supported your work in the past? Who are they?

A. Foundations:

_____

B. Corporations:

_____

C. Religious sources:

_____

D. Associations of individuals:

_____

F. Other:

_____

12. How many individuals pay dues, make contributions, or do both to support your work? What percentage renew their support to you each year?

_____

13. How diversified is your financial base (i.e. how many different sources extend support to you? And what percentages of your total income do they comprise?

14. What reports do you file annually with your State government to satisfy their requirements for nonprofit organizations.?

_____

PHASE 1

PHASE 2

PHASE 3

PHASE 4

PHASE 5

PHASE 6

PHASE 7

PHASE 8

PHASE 9

PHASE 10

Choosing Funding Partners

THE FIVE-LEGGED STOOL

WORKSHEET D

SELECTING PROSPECTIVE FUNDING PARTNERS

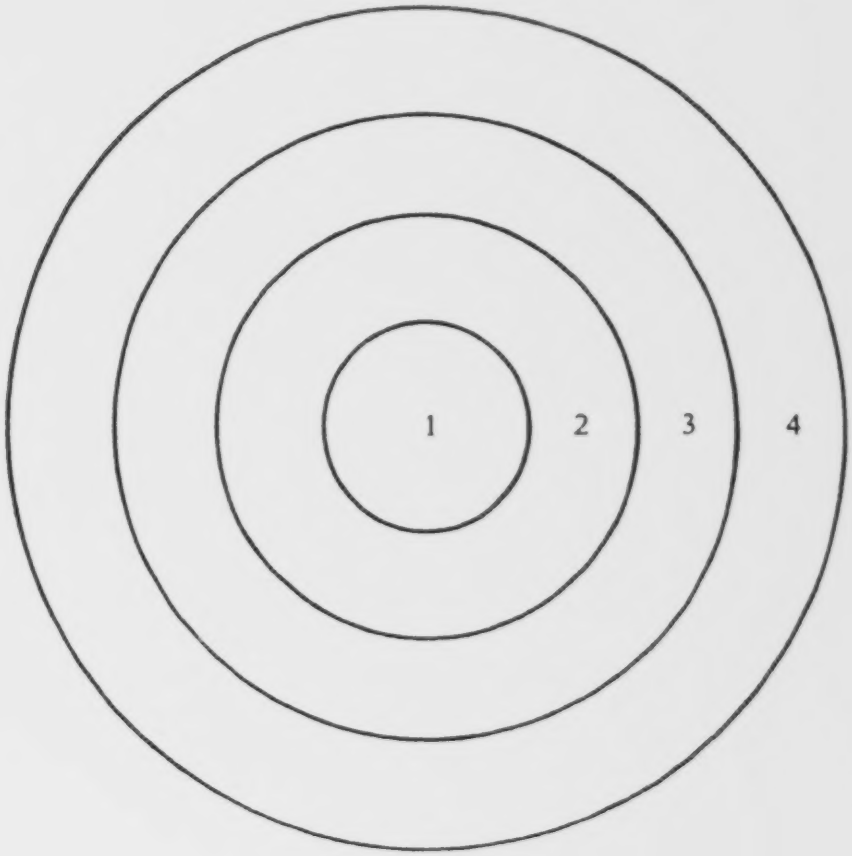
Sources	Assessing Chances of Support			
	Very Good	Possible	Unlikely	Still Unknown
1. Individuals via:				
a. Face-to-face Solicitation				
b. Direct Mail				
c. Special Events				
d. Planned Giving				
e. Earned or Venture Income Projects				
f. Other:				
2. Foundations				
a. Family Foundations				
b. Community Foundations				
c. Other Local Foundations				
d. Local Public Charities				
e. National Foundations				
3. Business and Corporations				
a. Neighborhood Stores				
b. Banks, Utility Companies, Department Stores, etc.				
c. Corporations with Headquarters or Facilities in your Community				
d. Large National Corporations				

WORKSHEET D (Cont.)

Sources	Assessing Chances of Support			
	Very Good	Possible	Unlikely	Still Unknown
4. Government (grants and contracts)				
a. Local Government Units:				
b. State Government Units:				
c. Federal Government Units:				
5. Religious Institutions				
a. Individual Churches, Temples, and other Faith Communities				
b. Metropolitan and Regional Religious Bodies				
c. Metropolitan and Regional Ecumenical Bodies				
d. Religious Federated Organizations				
e. National Religious Bodies				
6. Federated Fundraising Organizations				
a. United Way				
b. Other Community Chests				
c. Alternative Funds				
7. Associations of Individuals				
a. Neighborhood or Community-based Associations				
b. Citywide Associations				
c. National Associations				

WORKSHEET E

IDENTIFYING YOUR TARGETS



1. **TRUE BELIEVERS** - Your most likely contributors (your internal constituency: members of the board of directors, clients, current donors and members, staff, volunteers, etc.)
2. **FOLLOWERS** - Other individuals you know who have a direct self-interest in the success of your efforts (friends, colleagues, acquaintances)
3. **SYMPATHIZERS** - Prospective supporters who are new to you
4. **WILD CARDS, UNKNOWNS** - Remaining individuals and categories of individuals who conceivably would respond positively to a request from your organization

PHASE 1

PHASE 2

PHASE 3

PHASE 4

PHASE 5

PHASE 6

PHASE 7

PHASE 8

PHASE 9

PHASE 10

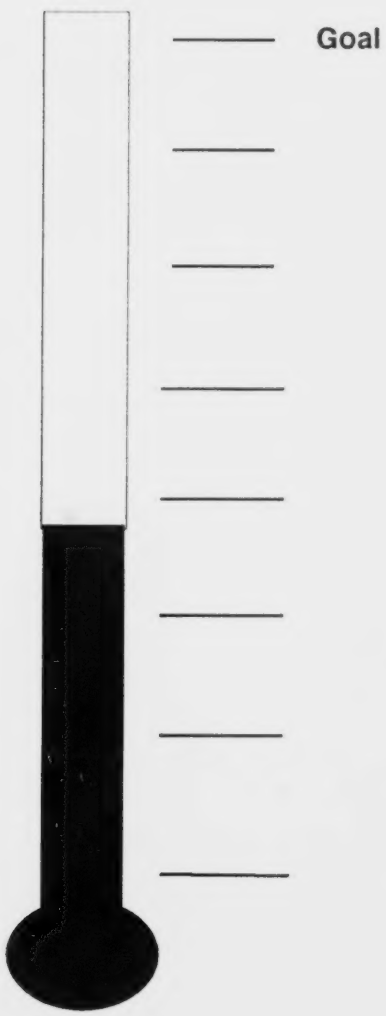
Setting Fundraising Goals

WORKSHEET F

SETTING YOUR ANNUAL FUND DRIVE GOAL

Total Operating Budget	$_____
Institutional Support (grants, contributions)	- $_____
	= = = = = = = = = = = = = = =
Remaining Funds Needed (Annual Fund Drive)	$_____

PUBLICIZING YOUR FUND DRIVE



_____

(Name of Organization)

THE ANNUAL FUND *

ANNUAL FUND - a program that consistently (annually) solicits gifts from all elements of a constituency.

ANNUAL GIVING INVOLVES:

- excellent record-keeping
- setting goals
- establishing an organization
- writing a case statement
- identifying, evaluating, and cultivating prospects
- preparing materials
- recruiting volunteers
- planning meetings and events
- publicizing the campaign
- the actual solicitation
- receipts and acknowledgments
- rewards and recognition
- evaluation
- planning for next year's annual drive

*Adapted from *Successful Fundraising: A Handbook of Proven Strategies and Techniques* by William K. Grasty and Kenneth G. Sheinkopf

INITIAL CONSIDERATIONS IN STARTING AN ANNUAL FUND DRIVE

1. Adequate preparation time

   You must have time to determine your needs, set your goals, establish an organization, prepare the case for support and the promotional materials, etc.

2. Adequate budget

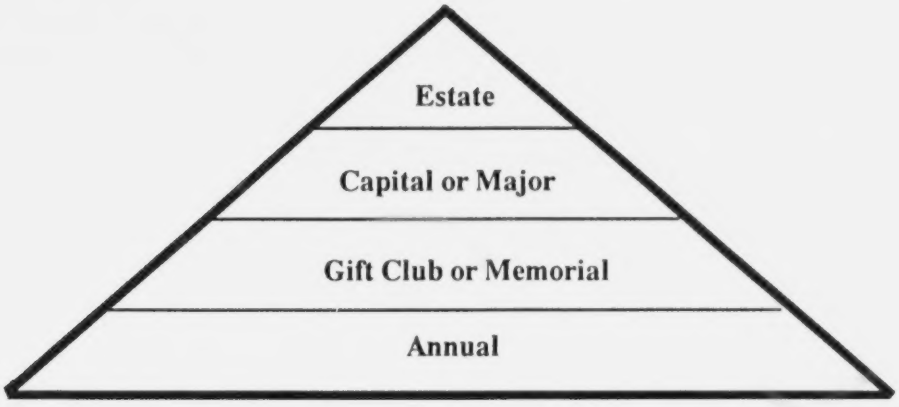
   It takes money to raise money - particularly in the early years.

3. Adequate leadership

4. Adequate constituency relations

   Effective fundraising is based on effective public relations about your organization and the work it is doing.

TYPE OF GIFTS

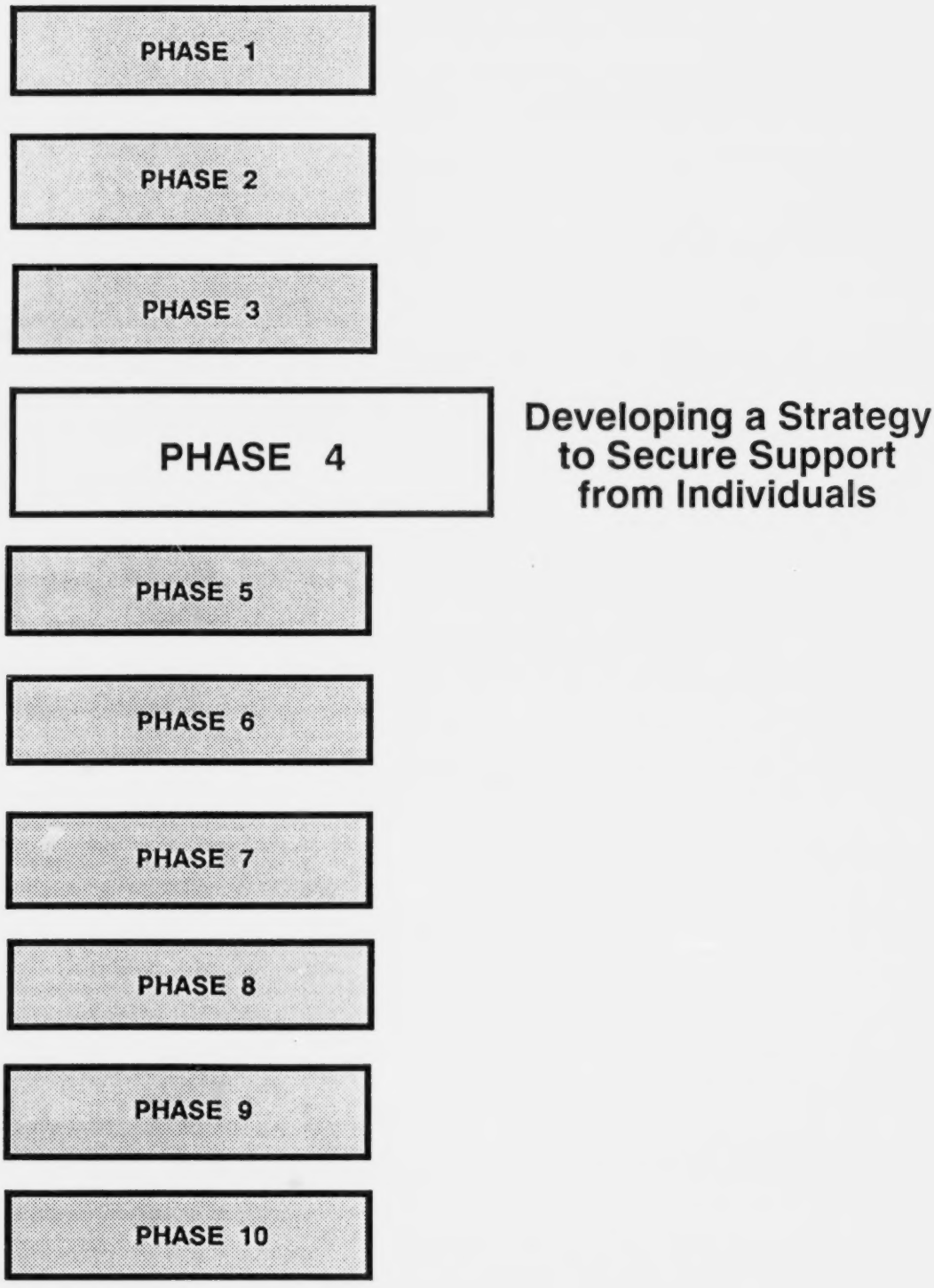


Annual - A large number of donors making relatively small gifts ($10- $100).

Gift Club & Memorial - A smaller number of donors belonging to gift clubs. Also donors who make gifts in memorial, in honor, or on special occasions ($100-$1000).

Capital or Major - An even smaller number of donors with sufficient assets to make large gifts (often a multi-year pledge).

Estate - An even smaller number of donors who provide gifts that generally await future use (generally a lump-sum bequest or trust arrangement that is realized at a later date).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WORKSHEET G

PROSPECTIVE INDIVIDUAL CONTRIBUTORS

Sources	Assessing Chances of Support			
	Very Good	Possible	Unlikely	Still Unknown
1. Individuals via:				
a. Face-to-face Solicitation				
b. Direct Mail				
c. Special Events				
d. Planned Giving				
e. Earned or Venture Income Projects				
f. Other:				

SECURING INDIVIDUAL CONTRIBUTORS - EXAMPLES

Every Eighteen Seconds
a Woman is Beaten
Do you know how to help...
a friend, relative, neighbor
or stranger on the street?
Do you know where to turn...
if you are living with
violence yourself?

Canvassers use this brochure in their door-to-door solicitation.

Source: Logo, brochure, Massachusetts Coalition of Battered Women Service Groups, Boston, MA. Reprinted with permission.

SYMPHONY SPACE

A NOT FOR PROFIT COMMUNITY SPONSORED CENTER FOR THE PERFORMING ARTS

Dear Friend,

We're looking for backers. Wanna be an angel? Here's a new script.

"NINETY-FIFTH STREET"
A Real-Life Drama in One Significant Act

(LIGHTS COME UP ON A CONCERNED NEW YORKER opening yet another piece of direct mail advertising. MUSIC UNDER: "The Unfinished Symphony")

CONCERNED NEW YORKER

(Reads:)
"We'd like you to consider becoming a member of Symphony Space."
(sighs:)
Who's got the time? What's Symphony Space?

(Suddenly, as if by magic, a STILL, SMALL VOICE is heard)

STILL, SMALL VOICE

Wait! Don't throw away that expensive mailing piece. You know, you really should become a member...

CONCERNED NEW YORKER

I should? Why?

STILL, SMALL VOICE

Symphony Space is a place where they do all kinds of things in music, theatre, dance, film, and literature. They are very interesting. And exciting. And innovative. And inexpensive...sometimes free.

CONCERNED NEW YORKER

Good! Whenever they have something I'm interested in, I'll buy tickets and go. Why do I have to bother about membership?

STILL, SMALL VOICE

(MUSIC SEGUES: "Pathetique Symphony")
They really need you. What they've accomplished is remarkable, but did you know they have to raise a vast percentage of their budget through contributions?

CONCERNED NEW YORKER

How come? Why don't they just charge more for tickets?

Symphony Space Inc ☐ 2537 Broadway at 95th Street ☐ New York NY 10025 ☐ 212 864 1414

Board of Directors Allan Miller and Isaiah Sheffer *Artistic Directors* Linda P Rogers *Managing Director*
Kay Camarulla *Director of Development* Carolyn Goodman Esser George A Fox
Mary Rodgers Guettel Eugene M Lang Ruth Laredo Beva Longstreth Richard Mittenthal
Mike O Neal Stella Sallonstall Walter Scheuer Eugenia Zukerman

STILL, SMALL VOICE

(getting more impassioned)
They can't do that! Symphony Space has been devoted to providing New Yorkers with excellent artistic events at the lowest possible prices. They've helped to revitalize the Upper West Side community. They've given a break to countless numbers of minority artists. And have served all kinds of performing groups who use the place at the most advantageous subsidized rental rates.

CONCERNED NEW YORKER

(growing interested)
Oh, Symphony Space does all that?

STILL, SMALL VOICE

That's one part of it. Symphony Space also creates their own wonderful events. They invented the Wall-to-Wall free marathon concert and created Wall-to-Wall Bach, Beethoven, Schubert, Copland, Cage and Rodgers, among others.

CONCERNED NEW YORKER

Oh yeah...I've heard about those. Thousands of people waiting on line in the street to get in.

STILL, SMALL VOICE

Not if they're members! They receive priority admission to all free events. Why not become a member today and take advantage of all their membership benefits. Why are you hesitating?

CONCERNED NEW YORKER

(agitated)
I just want to be sure that I'll be doing something significant with my money. Something that will make a difference.

STILL, SMALL VOICE

Oh, you will be! membership support opens up doors for further funding from foundations, corporations, and the government. Why, it's a vote of confidence for one of the good things in life!

(MUSIC CRESCENDO: "New World Symphony")

CONCERNED NEW YORKER

(inspired)
O.K., I'll do it! This will be...my SIGNIFICANT ACT!

(THEY embrace and send in their membership forms as the MUSIC SWELLS and the)

LIGHTS FADE

How about it? Allan Miller Isaiah Sheffer

Allan Miller Isaiah Sheffer
Artistic Directors

Direct mail letters can use a humorous approach.

Source: Symphony Space Inc. New York, NY. Reprinted with permission.

from
THE FORTUNE SOCIETY
39 West 19th Street, New York, N.Y. 10011
(212) 206-7070

"THE DEGREE OF CIVILIZATION IN A SOCIETY CAN BE JUDGED BY ENTERING ITS PRISONS."
Dostoevski

Dear Fortune Friend:

And you thought that this was to be the winter of discontent.

But it is that time of the year to announce that this is the 6th Annual Fortune Society No-Benefit Benefit. The excitement extends from Alaska to Rio, from Maine to Tucson. You can be part of the Fortune Society's growth. You needn't get gas for the car or purchase new outfits. At this special benefit, there are no supercilious head-waiters or parking problems.

It is our annual middle-of-the-winter extension of love to our supporters. We afford you the opportunity to give without going out. There isn't a disco or hotel which could give you the same pleasure as your own home. So, stay at home! Become better acquainted with your couch, your tv, and the food in the refrigerator.

Then send your check to the Fortune Society. We can continue our work without you spending a cold winter's night slushing through to some dreaded event.

Your support will enable Fortune Society to continue its work with men, women and youth, who have no other door to enter. Our ability, during the last 17 years, to create new opportunities for people who come to us, can affect the quality of life in New York City. It also serves as a role model for similar groups in towns and cities across the nation.

Your support helped us to:

*Continue our LEARNED STRAIGHT one-to-one tutoring program, which last year worked with over 275 different students.
*More than 2300 ex-offenders came to Fortune during 1983 for one-to-one counselling.
*More than 300 persons were enrolled in vocational training programs or found full-time and part-time employment through our Career Development Unit.

You also were part of an army of Fortune Society supporters who enabled us to move to our new home without sacrificing our continuity of work.

The Fortune goal is to have less crime and fewer victims. Our approach is not dramatic, but it is surer than the politically expedient. Thanks for your continued support and have a great evening at home!

Cordially,

David Rothenberg
Executive Director

A No-Benefit Benefit has proven to be an effective direct mail solicitation for many organizations.

Source: The Fortune Society, New York, NY. Reprinted with permission.

25th Anniversary Benefit Concert

Coalition for the Homeless

Peter, Paul & Mary

BLEECKER TO BROADWAY

The New York Coalition for the Homeless is an advocacy organization dedicated to the proposition that decent shelter, sufficient food and affordable housing are fundamental rights in a civilized society. The Coalition is building a constituency to stop the disgrace of homelessness.

The Coalition fights in Washington, in Albany and in New York to provide relief for the homeless poor of our city. It has won court orders mandating the city of New York to create shelters for the homeless. In addition, it is in the streets seven nights a week feeding hungry, homeless people.

Sometimes celebrities lend their talent in support of local nonprofit organizations.

Source: Peter, Paul and Mary 25th Anniversary Concert for New York Coalition for the Homeless, New York, NY. *Artwork:* Milton Glaser. Reprinted with permission.

WALK FOR DEVELOPMENT SAMPLE TIME LINE

3 months before walk date

Publicity

1. Meetings with key media people for programming and articles.
2. Endorsements of local and state officials.
3. Brochure planned.

Recruitment of Walkers

1. Invitations to walk.
2. Get on agendas and into meetings, school assemblies.
3. Get on agenda of city councils, school boards.

Logistics

1. Recipient of funds designated.
2. Checkpoint and starting points approved.
3. Planning of walk-day logistics, including transportation and communication, VIPs and ceremonies.

2 months before walk date

Publicity

1. Schedule of press releases and news conferences covering walk logistics, office address, route maps, walk beneficiary, etc.

Recruitment of Walkers

1. School assemblies, meetings with civic leaders and groups, and other speaking engagements.

Logistics

1. Office secured.
2. Accountant secured.
3. Overhead account secured.
4. Meeting with police for approval of check points, route, and starting point.
5. Walk card layout to printer.

1 month before walk date

Publicity

1. Radio and TV publicity and promo blitz begins.
2. Begin button and sticker sales.

Recruitment of Walkers

1. Dispersal of walk cards and project information.

Logistics

1. Walk bank acount secured.
2. Final approval of route and check points.

After Walk

1. Process walk cards.

15 Ways you can leave your Legacy to Planned Parenthood

1. Include a simple bequest in your Will to continue the work you have supported during your life. There's no limit to the Federal estate tax deduction for charitable bequests.

2. Designate your bequest to the Endowment Fund to be held and invested perpetually to produce an annual gift for use in Planned Parenthood's work.

3. Establish a living memorial to someone you want to honor — a special fund titled according to your directions.

4. Establish a special fund to carry out a part of Planned Parenthood's work especially important to you.

5. Leave a percentage of your estate or your residual estate to Planned Parenthood instead of a set dollar amount.

6. Consider making a bequest of securities, real estate, personal property.

7. Name Planned Parenthood contingent or final beneficiary of your estate in the event that you outlive all your personal heirs.

8. Purchase life insurance making Planned Parenthood the beneficiary. Or convert an already existing policy when your family responsibilities decrease. If you make Planned Parenthood owner and beneficiary, you can take advantage of certain immediate tax benefits.

9. When you retire, designate Planned Parenthood contingent beneficiary of your pension benefits — a legacy that would come to Planned Parenthood only if everyone you want to provide for predeceases you.

10. Provide a guaranteed life income for a relative or a friend by leaving instructions in your Will to fund a Planned Parenthood gift annuity. The charitable remainder will provide a legacy for Planned Parenthood.

11. Contribute your real estate now but retain the use of it for the rest of your life. Enjoy an immediate tax deduction for the value of the charitable remainder interest.

12. Fund a charitable remainder trust now with a highly appreciated asset — like your real estate or securities. Enjoy income payments for the rest of your life based on the full fair market value without erosion to pay capital gains tax; and enjoy an immediate tax deduction for the value of the charitable remainder interest.

13. Transfer assets to your heirs through a charitable lead trust with income to Planned Parenthood for a period of years. After the stipulated time, the assets go to your heirs with reduced estate or gift taxes.

14. Give now for income later as part of your retirement planning. Fund a deferred payment gift annuity and enjoy an income tax deduction now; start to receive income payments — partially tax free — when you retire.

15. Establish a savings account in trust for Planned Parenthood. You retain complete control during your life and then the savings will go as a legacy to Planned Parenthood.

Your personal situation will determine whether any of these ideas would be advantageous to you. We would be happy to provide more information or talk with you about your own ideas for a legacy. Call or write our Bequests and Deferred Gifts Committee.

Brochures can be developed to inform supporters of planned giving opportunities.

Source: Planned Parenthood Federation of America, Inc. © 1981, Planned Parenthood Federation of America, Inc. Reprinted with permission.

LOOK TO THE FUTURE

A Planned Gift Can Help Protect It

Our environment will be subject to increasing pressures from activities that would invade or degrade our natural heritage. Protection requires eternal vigilance and a continuing effort. This is the role of the Sierra Club.

You can help strengthen the Sierra Club in this ongoing struggle with a planned gift, and you may benefit financially as well through lower taxes and increased income.

A Planned Gift gives you the benefits of your money for life or a specified time, and eventually goes to the Sierra Club.

Planned Gifts take many forms.

- ☐ Bequests
- ☐ Life Income Trusts
- ☐ Short-term Trusts
- ☐ House gift with life use reserved
- ☐ And more

Planned gifts can be tailored to your personal goals and circumstances.

Consult with the Planned Giving Office and learn how to get the best return on your gift, for the environment and for you. Please contact Carleton Whitehead, Director of Planned Giving, Sierra Club, 730 Polk Street, San Francisco, CA 94109 (415) 776-2211.

PLANNED GIVING ORGANIZATIONS

The Sierra Club
The Sierra Club Legal Defense Fund
The Sierra Club Foundation

Magazine advertising is an effective means to alert one's membership to a planned giving program.

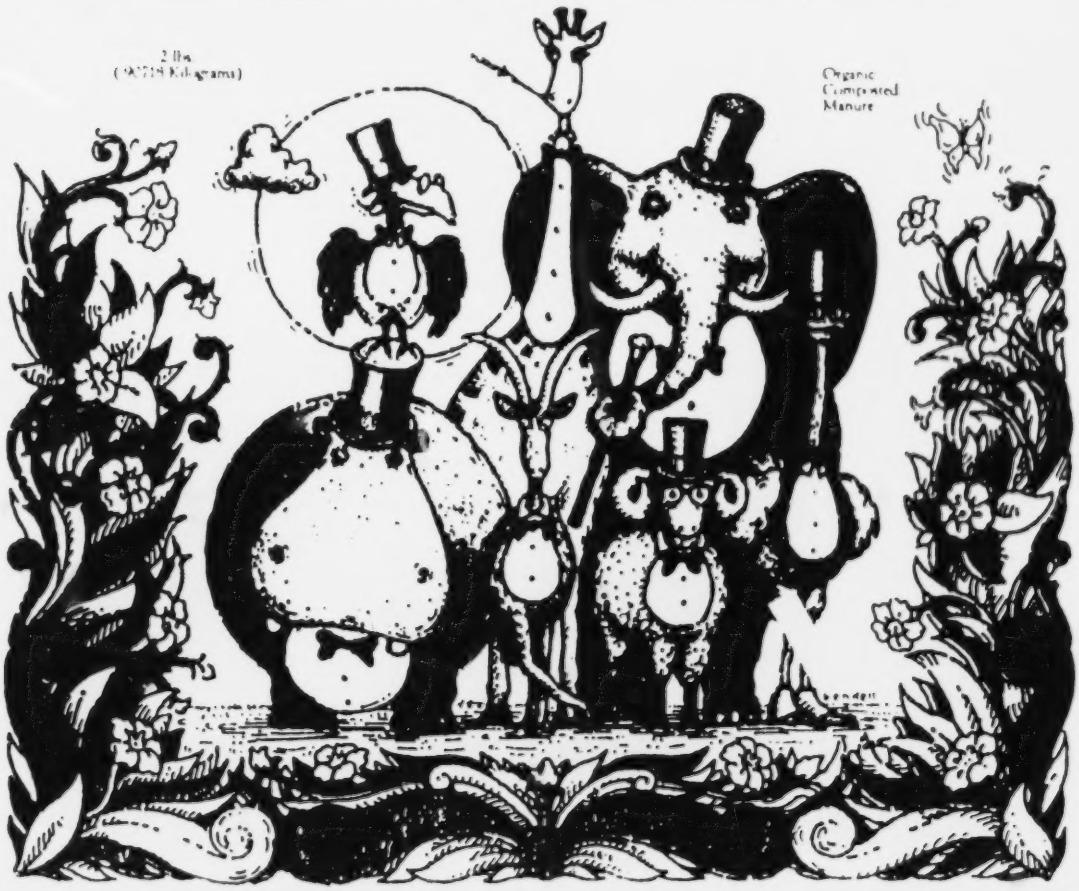
Source: Sierra Club, San Francisco, CA, *Sierra* Magazine, September/October 1986. Reprinted with permission.

Animal Kingdom Reports

NO ODOR! NO MESS!

ZooDoo™

Donated by refined Bronx Zoo Animals for healthier plants and prettier flowers.



Corn As High As an Elephant's Eye?

The composers of "Oklahoma" didn't know about ZooDoo when they wrote those words. But New York area gardeners may be boasting such crops with the latest organic fertilizer, which hit the market this spring.

ZooDoo is manufactured by Bronx Frontier, a community development corporation in the South Bronx. The major ingredient is manure "donated by refined Bronx Zoo animals." It also contains garbage from Hunts Point Terminal Market, Westchester County municipal leaf collections, and nearby stable manures. Bronx Frontier composts the mixture into an odorless soil additive.

Two-pound bags of ZooDoo are on sale in the zoo Safari Shop and at the New York Botanical Garden. ZooDoo is also available at several local garden centers. Project funds came from the Ford Foundation, the Stewart Mott Foundation, and several corporations.

Earned income ventures such as this unlikely offering from Bronx Frontier often make use of the most unexpected assets.

Source: Animal Kingdom Magazine. © 1984 The New York Zoological Society.
Reprinted with permission.

STORY OF M

M is the name of an anti-sexist quarterly journal for "changing men." *M* has no staff and is totally supported by volunteers. Their revenues in a year rarely exceed $10,000.

When Fairchild Publications decided to launch a new men's fashion magazine to compete with the Likes of *Gentlemen's Quarterly*, their marketing staff recommended the title *M* for the new publication. Since the organization had already incorporated using the title *M*, Fairchild Publicaitons had to purchase the right to use *M*. The small collective of men who put out this very modest newsletter became $20,000 richer by selling the rights to use *M* to Fairchild.

GUIDELINES FOR SEEKING INDIVIDUAL SUPPORT

1. Always talk up membership.

   Wherever your members go, they should always seek new members for your organization.

2. Be on the lookout for prospective new constituencies.

   For instance, use membership or subscription lists from like-minded organizations, appropriate magazines or periodicals, etc.

3. Make your membership clearly annual.

4. Seek to "upgrade" your givers each year.

   Ask your members to increase the size of their gift.

5. Send out a thank-you note promptly.

6. Amass data on your supporters, especially your large donors.

   Get to know your donors as individuals.

7. You can treat different kinds of members differently, and you should.

   The greater the amount of the gift, the more personal the contact should be.

8. Keep current and accurate records.

9. Don't contact your members only when you need money.

   Let them hear from you throughout the year.

10. You can ask for contributions more than once a year.

    Membership does not preclude an individual from making other contributions to an organization during the course of the year.

WORKSHEET H

YOUR FIVE MOST PROMISING CATEGORIES OF INDIVIDUAL CONTRIBUTORS

A hypothetical organization, 'Tenants United for Fair Housing (TUFH)", might list the following list of potential individual supports.

1. Core group members.

2. Their families and friends

3. Other tenants in their neighborhood

4. Local business people

5. Local clergy

Make your own list of the five most frequent types of contributors to your organization.

1. _____

2. _____

3. _____

4. _____

5. _____

EXAMPLE - APPROACHES TO SECURING CONSTITUENCY SUPPORT

Once you have identified a list of potential contributors, try to think of a variety of ways to approach them for assistance.

The hypothetical organization TUFH, might come up with this list:

Constituencies	Approaches
1. Core group members	Pass the hat at regular meetings
	Pay monthly membership dues
	Buy raffle tickets, buttons, bumper stickers, etc.
	Attend special events
2. Their families and friends	Purchase raffle tickets
	Attend special events
	Make contributions
3. Other tenants in the neighborhood	Pay monthly membership dues
	Attend special events
	Buy raffle tickets, buttons, bumper stickers, etc.
	Make contributions and/or pledges in response to direct mail or newsletter appeal
	Purchase subscriptions to newsletter
4. Local business people	Make contributions after direct personal solicitation
	Place canisters near cash registers
	Donate items for raffles and special events
	Purchase ads in newsletter
5. Local clergy	Make personal contributions
	Appeal for funds through their own newsletters
	Host a special event

WORKSHEET I

CONSTITUENCY SUPPORT

Constituencies	Approaches
1. _____	_____
_____	_____
_____	_____
_____	_____
2. _____	_____
_____	_____
_____	_____
_____	_____
3. _____	_____
_____	_____
_____	_____
_____	_____
4. _____	_____
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5. _____	_____
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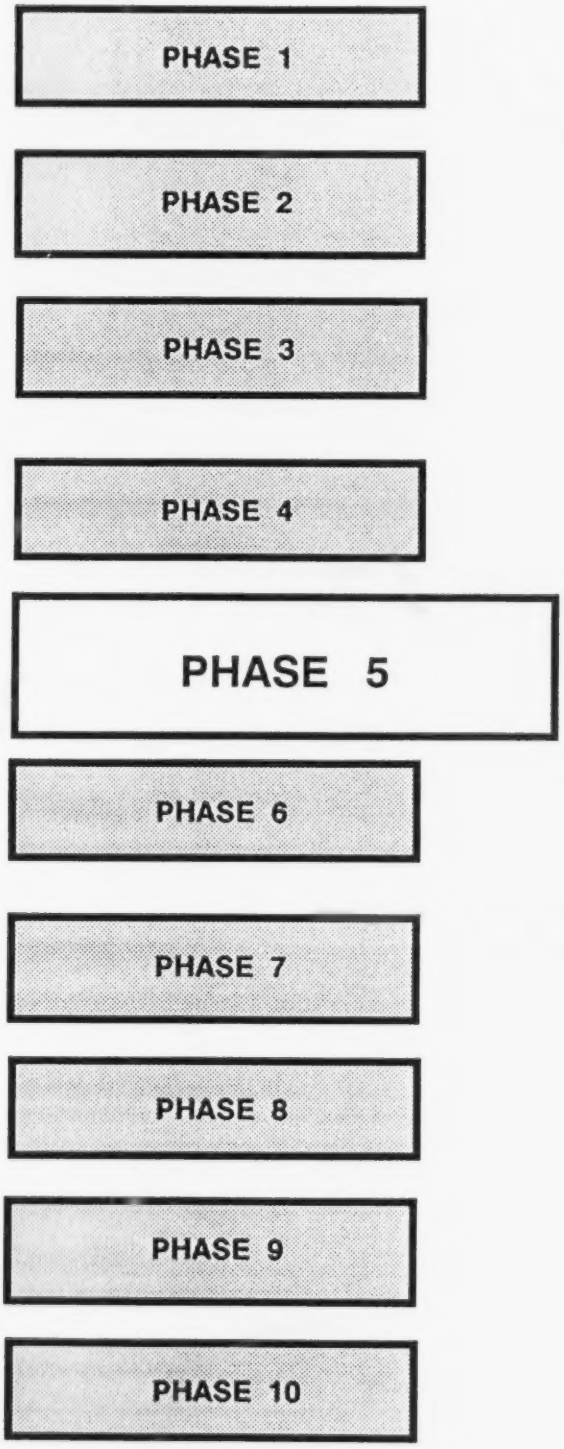
_____	_____



Developing a Strategy to Secure Support from Institutions

HOW CORPORATIONS AND BUSINESSES EXTEND SUPPORT

A. Advertising and Marketing
   1. Sponsorship of nonprofit organization or one of its programs
   2. Placing ads, printing promotional flyers and brochures, and otherwise publicizing programs and/or services
   3. Cause-related marketing (ex: use American Express Card and company will donate money to Statue of Liberty-Ellis Island Foundation)

B. Human Resources
   1. Donate expertise of employees (ex: financial management, marketing, public relations, personnel, planning)
   2. Source of board members and other volunteers

C. Public Affairs and Government - enlist companies to lobby government

D. Material Support - goods, products, and/or services

E. Special Events Sponsorship

F. Cash Gifts, Grants, and Contributions
   1. Direct grants or contributions to nonprofit organizations
   2. Support to United Ways
   3. Match donations employees make to charitable organizations

G. Physical Facilities - conference rooms, auditoriums, other meeting facilities

PRIVATE GIVING OF CORPORATIONS*

1986
Total Contributions: $87.22 billion

	Contributions (in billions)	Contributions as Percent of Total
Individuals	$71.72	82.0%
Bequests	$ 5.83	6.7%
Foundations	$ 5.17	5.9%
Corporations	$ 4.50	5.2%

* from *Giving USA*

STEPS IN A CORPORATE FUNDRAISING CAMPAIGN *

I. PREPARATION (100-180 hours)

A. RESEARCH (40-80 hours)

1. For each local business, find:

   (a) name, address, owner, president, profits, number of employees

   (b) employees and/or other contacts available to neighborhood organization

2. Phone each target corporation and ask for:

   (a) the full name and title of the corporate contribution officer (he/she may not be listed as such publicly)

   (b) a policy statement or other document (if they exist) describing procedures for applying for contributions

   (c) the most recent annual report or its equivalent

3. Read the company's literature. Look for:

   (a) written set of guidelines for contributions (if available)

   (b) fiscal year - A proposal received and approved in the quarter before the beginning of the new fiscal year stands a better chance of being written into the new budget as a line item.

   (c) information on the company's main product or service and how your project might be mutually beneficial.

4. Talk again with the responsible officer and, if she/he is interested in your project, tell of your plan to submit a proposal.

B. STRATEGY (10 hours)

1. Pick local business people for fundraising committee

2. Decide what businesses to target

3. Decide the order in which to target them (first string, second string, third string)

* adapted from "Fundraising from Corporations," *Clearinghouse News* (5:4, November/December 1979) and "How to Conduct a Corporate Fundraising Campaign" (prepared by the Cleveland Center for Neighborhood Development)

4. Decide method of approach for each business

5. Decide feasible monetary and other goals of campaign (may be readjusted after first-string contacts are made)

6. Decide campaign dates (kick-off date, closing date)

C. CASE STATEMENT/PROPOSAL (40-80 hours)

1. Prepare a case statement/proposal which:

   (a) is brief and to the point (2 pages most effective)

   (b) is clear and well-organized

   (c) is neatly typed on your organizational letterhead

   (d) contains no typos, spelling errors, or poor grammar

2. The case statement/proposal should tell:

   (a) who you are

   (b) where your project is conducted

   (c) who makes up your constituency

   (d) what problems your project addresses

   (e) your goals in relation to those problems

   (f) your methods for attaining goals

   (g) your self-evaluation procedures

   (h) your budget

   (i) your future plans

3. The case statement/proposal should look professional; it may be worth employing a public relations person

4. Never send a form letter; direct it to a specific name and title.

5. Unless otherwise requested, send only one copy of the proposal.

D. ASSIGNMENT OF TASKS (3 hours)

1. Coordination
2. Mailing list and mailings
3. Phone calls
4. Visiting teams
5. Publicity

E. TRAINING (4 hours each group)

1. Phone callers
2. Visiting teams

II. THE CAMPAIGN (4-6 months, working on and off)

A. PART I: BUILD UP (1-3 months)

1. Mail and phone (or use personal/friend contact) to first string targets
2. Team visits to first string targets (take employees with you, if you can)

B. PART II: KICK OFF (2 months)

1. Press release
2. Mass mailing (brochure and letter announcing goal and $$ already pledged)
3. Within 2 weeks, follow-up phone calls to 2nd string targets
4. Team visits to 2nd string targets (remember employees)

C. PART III: WIND UP (one month)

1. Second mailing to third string targets (update info on who has given)
2. Within 2 weeks, follow-up phone calls, set up team visits--if it is necessary and looks positive
3. Team visits

D. PART IV: FOLLOW-UP

1. Press release

2. If you receive the grant:

   (a) Send a thank you letter immediately

   (b) Keep in touch--send information about what you are doing, what goals you have achieved (should keep you on the corporation's funding list)

3. If your request is denied:

   (a) Call and ask why (in order to strengthen and improve your program)

   (b) Keep them on your mailing list for general information about your organization

   (c) Submit another proposal if encouraged

III. EVALUATION AND FOLLOW-UP

A. Evaluate success of campaign

B. Plan for next year's campaign

Other things to consider:

1. Most large corporations have traditional funding interests and probably give most money to United Ways, education and the arts. Unless you fit into those categories, don't expect to receive thousands of dollars.

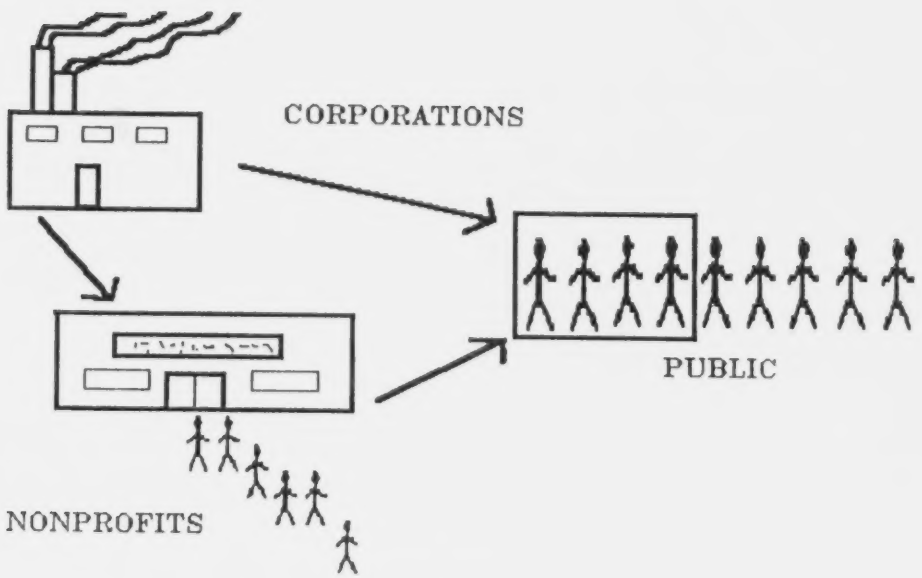
2. Think "in kind" rather than money at first. Contributions of printing services, products or technical assistance, etc., can be used to get inside. From there, you can work your way up to dollar contributions.

3. Don't expect quick results. It often takes months for your proposal to run its cycle. If you don't get an acknowledgement of receipt within 2 weeks, call just to be sure it's been received. Be governed by the time-period cited to you in this conversation. Don't call again before this period is up. Building a reputation as a "pest" won't help your cause.

4. Business come in all sizes. Don't ignore the small neighborhood-based stores when seeking contributions. Money and in-kind contributions may be obtained from "Mom and Pop" enterprises by simply walking in and asking for them!

5. Don't send a proposal off to the national headquarters of a corporation if it is not located in your city. Always go through local offices.

REACHING THE PUBLIC THROUGH THE NONPROFIT ORGANIZATION



WORKSHEET J

INVENTORYING YOUR ASSETS

OBJECTIVE: *To look at the assets of your organization in order to assess what would make it attractive to businesses and corporations, what you have to offer them in exchange for their contribution.*

DIRECTIONS: List your assets in response to the following questions.

1. Values and Beliefs. What are the values and beliefs that your organization represents?

2. Tangible Assets, Facilities. What do you own or have a right to use? Do you own or rent space where there is a fair amount of daily traffic?

3. People. How many people are active in your organization (members, staff, volunteers, board members)? Where do they work? How large is the constituency you serve? Are there any well- known individuals involved with your organization?

4. Events. Do you currently sponsor any activities or programs that attract the public?

5. Reputation. What does your name mean in the community? To whom? How long have you been in operation?

TARGETING PROSPECTIVE BUSINESSES AND CORPORATIONS

In targeting businesses and corporations, you can put them in priority groups depending on their proximity to your organization.

1st Circle (Immediate neighborhood)

Where your members shop

Where your members work

Where your organization shops

Where you have friends

2nd Circle (Zip Code)

Where your constituents work and shop

3rd Circle (City-wide; outside of zip code)

Locally-based corporations

Corporate headquarters or plant facilities in your city

Bank branches

Utility commpanies

Telephone companies

Chain stores

Large department stores

4th Circle

Other regional corporations

5th Circle

National corporations outside of your region

WORKSHEET K

INVENTORYING THE LOCAL BUSINESS COMMUNITY

OBJECTIVE: *To develop a list of businesses and corporations in your community and group them based on their proximity to your organization.*

	Names of Companies	What Audience(s) Do They Reach	What Contributions Have They Made in Past*
1st Circle**			
2nd Circle			
3rd Circle			
4th Circle			
5th Circle			

*Use the list on Page 41 to remind you of the kinds of contributions which are possible.

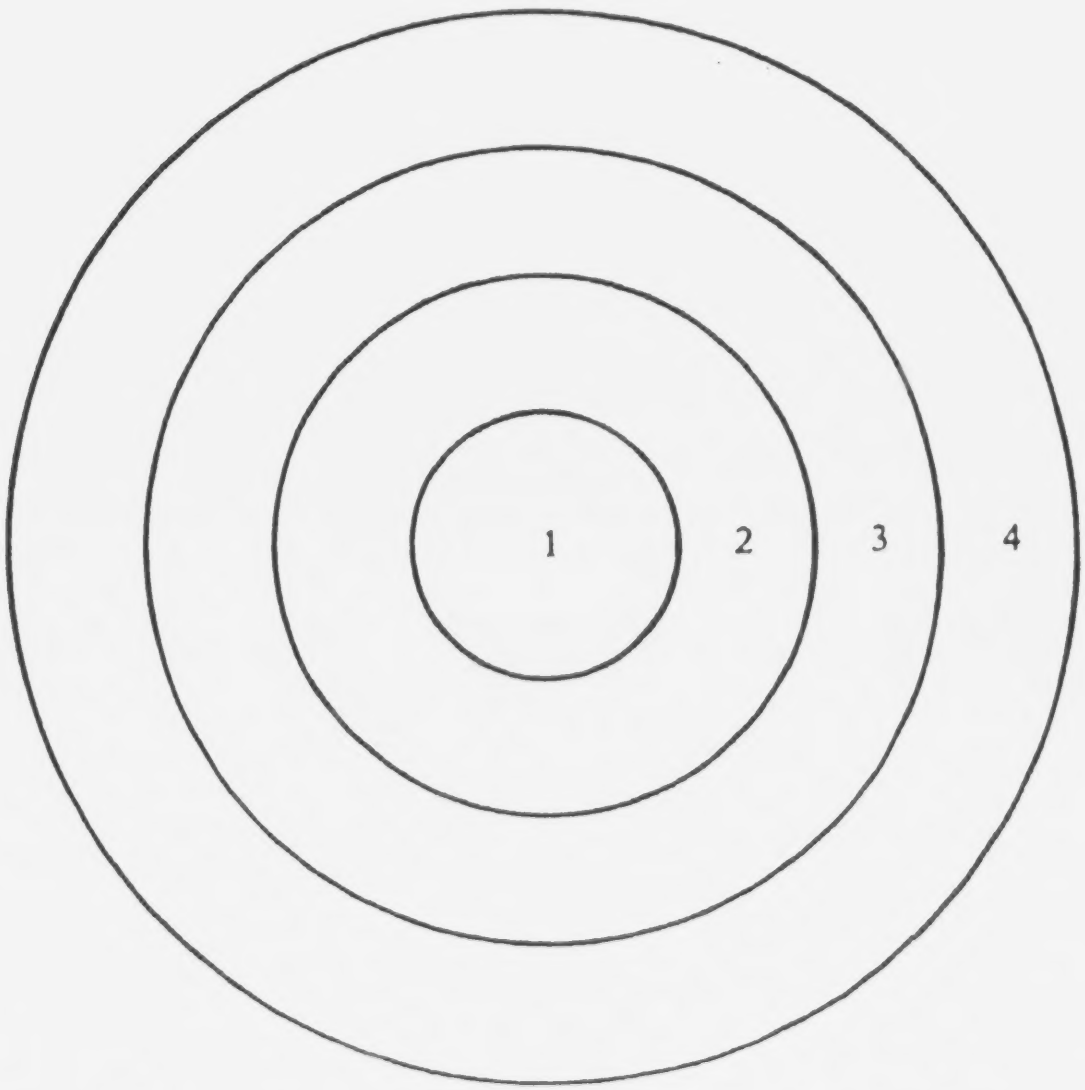
**See Page 49 for explanation

WORKSHEET L

IDENTIFYING YOUR TARGETS

OBJECTIVE: *To identify those businesses and corporations in your community which are prime targets in your corporate fundraising effort.*

DIRECTIONS: List 3-5 companies in the inner 3 circles which you might target in a corporate fundraising effort.



WORKSHEET M

MAKING THE MATCH

OBJECTIVE: *To identify one business or company which seems a GOOD MATCH for your organization*

Name of company/business_____

1. What do you know about the company/business?

   a. Customers

   b. Product/Service

   c. Public Image

   d. What advertising do they do?

2. What project could you and the company undertake together?

   (Brainstorm ideas for projects using the basic rules of brainstorming on Page 53.)

BRAINSTORMING

Brainstorming is a group technique designed to generate as many ideas as possible related to a particular problem. The concept behind this technique is that the greater the number of associations produced, the less stereotypical and more creative they will be. It is particularly useful in situations where there are no easily identified alternatives, perhaps because the situation is an unusual one. In these cases, new ideas may be called for.

In group brainstorming, the problem is defined for the group which is then asked to identify alternative approaches for solving it. The technique involves application of these four basic rules:

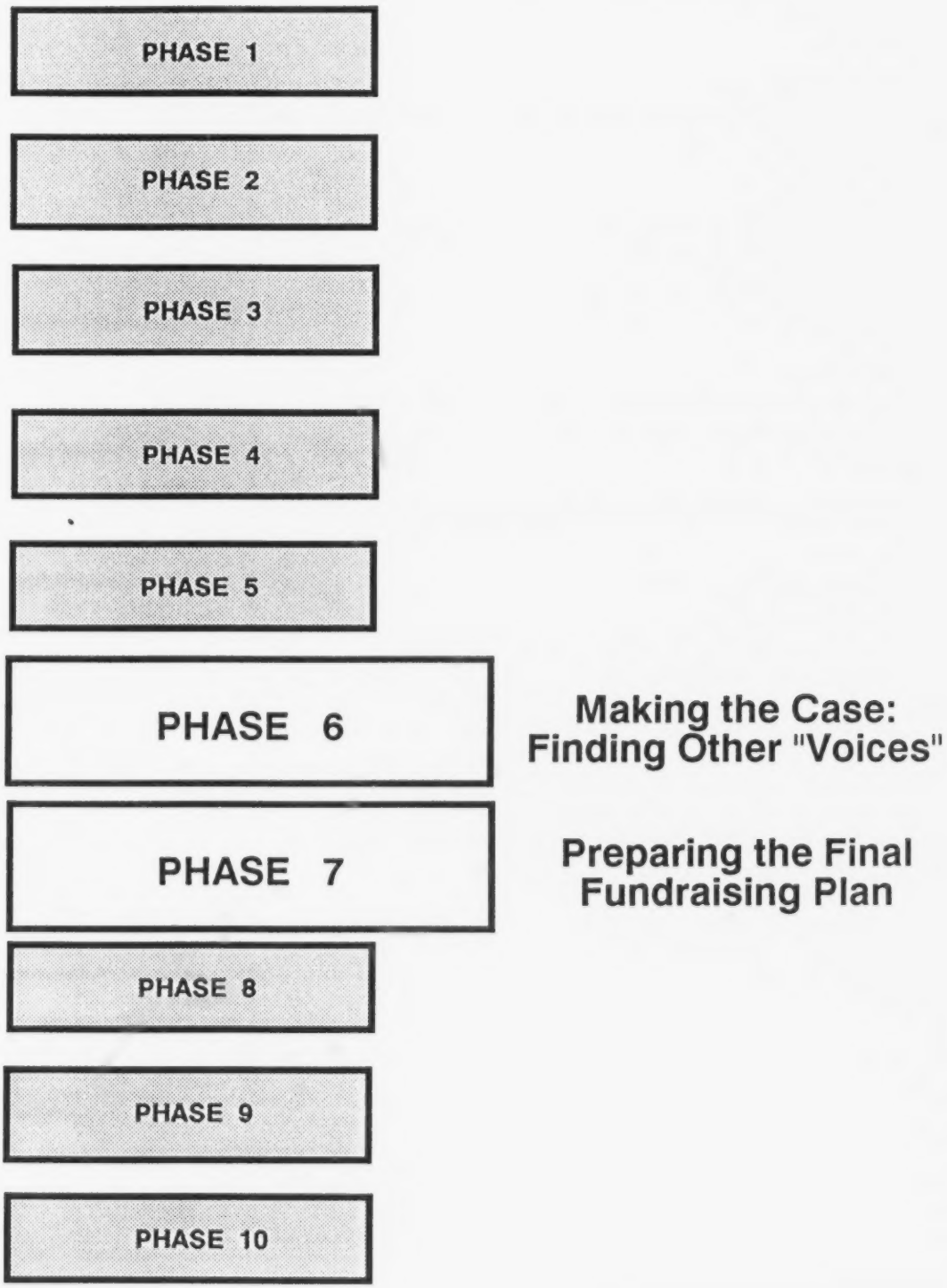
1. **Criticism is ruled out.** Judgment or evaluation of ideas must be withheld until the idea-generation process has been completed. (This includes adverse judgment of your own ideas as well as adverse judgment of the ideas of other participants.)

2. **"Freewheeling" is welcomed.** The wilder or more radical the idea, the better.

3. **Quantity is wanted.** The greater the number of ideas, the greater the likelihood of a superior idea.

4. **Combination and improvement are sought.** In addition to contributing ideas of their own, participants should suggest how ideas of others can be turned into better ideas, or how two or more ideas can be joined into still another idea.

The same technique can be used in individual brainstorming in which people work independently to generate as many potential ideas for solving a problem as possible.


PHASE 1
PHASE 2
PHASE 3
PHASE 4
PHASE 5
PHASE 6
Making the Case:
Finding Other "Voices"
PHASE 7
Preparing the Final
Fundraising Plan
PHASE 8
PHASE 9
PHASE 10

ARISTOTLE

In the 4th Century B.C., Aristotle said:

> **Rhetoric...may be defined as the faculty of discovering the possible means of persuasion in reference to any subject whatever...The proofs furnished by the speech are of three kinds. The first depends upon the moral character of the speaker [ethos], the second upon putting the hearer in a certain frame of mind [pathos], the third upon the speech itself, in so far as it proves or seems to prove [logos].**
>
> Ethos - ethics, values; customs; attitudes peculiar to a group
>
> Logos - logic, reason
>
> Pathos - emotions, feelings, passions

Today Aristotle might say:

> You have to appeal to their values, emotions, and reason.

WORKSHEET N

FINANCIAL PLAN FOR YOUR ORGANIZATION

	Income - Last Fiscal Year	Projected Income Next Fiscal Year
A. Individuals' Support		
1. Memberships		
2. Special Events		
3. Major Contributors		
4. Other Direct Mail Appeals		
5. Planned Gifts		
6. Sales of Products/Services		
7. Other		
Subtotal		
B. Institutional Support		
1. Foundations		
2. Businesses/Corporations		
3. Religious Institutions		
4. Federated Organizations		
5. Associations of Individuals		
Subtotal		
C. Government Support		
1. Local		
2. State		
3. Federal		
Subtotal		
Total		

SAMPLE FUNDRAISING PLANS*

*From *Fundraising for Social Change* by Kim Klein

Appendix 1

Examples of Successful Fundraising Plans

The following five examples illustrate different parts of fundraising planning and evaluation. I have chosen parts of each of their plans to illustrate an excellent characteristic of that plan.

The five organizations represented here are successful both in their program work and in their fundraising efforts. They have low budgets (none has a budget over $250,000), and each has a diverse base of funding. All but one has a working board of directors involved in fundraising. Each of the organizations has one paid staff person whose primary responsibility is the development and coordination of fundraising.

All plans are used by permission of the organizations. The organizations are:

1. **Northwest Coalition for Alternatives to Pesticides** (NCAP), Linda Reymers, Fundraising Coordinator, Eugene, Oregon.

   NCAP is a coalition of small consumer groups united to develop and distribute information and strategies to reduce dependence on herbicides and pesticides in the five northwestern states.
2. **Citizens for a Better Environment** (CBE), Katie Knight, Director of Special Fundraising, San Francisco, California.

   CBE's purpose is to reduce all forms of toxic pollution in urban areas, from air pollution to dumping hazardous waste. Its San Francisco office is a large affiliate of a national organization of the same name.
3. **Asbestos Victims of America** (AVA), Holli Patterson, Director of Development, Capitola, California.

   AVA seeks to find and help all people exposed to asbestos and to make the public and policymakers aware of the hazards of asbestos.
4. **Northwest Women's Law Center**, Leslie Owen, Executive Director, Seattle, Washington.

   The Northwest Women's Law Center is a public interest law clearinghouse, seeking to see that women's legal rights are upheld and enforced, and that women know their legal rights and legal options.
5. **Madison Community Health Center** (MCHC), Roberta Roth, Fundraising Coordinator, Madison, Wisconsin.

   MCHC provides a wide range of health care services and health education to people regardless of their ethnic or sexual identify or their ability to pay.

The parts of the plans illustrated below could be imitated by any small nonprofit organization. They have been developed by the fundraising coordinator with the help of board members and volunteers.

*From *Fundraising for Social Change* by Kim Klein.

1. NCAP: Using the Format Recommended for Planning

The following is a reproduction of NCAP's planning format. Note the gift range chart at the bottom of the page as an easy way to evaluate the major gift goal.

NCAP Preliminary Financial Goals for 1984
Central Office Only
(For total budget of $42,200)

Source	Best	Worst	Likely
1. *NCAP NEWS* Subscriptions	Quarterly renewals & new subs equal yearly total of $10,000	Quarterly renewals & news subs equal yearly total of $3,500	Quarterly renewals & new subs equal yearly total of $7,000
2. Major donor program	$8,000	$2,500	$6,100
3. Literature sales and research	$3,500	$1,800	$2,500
4. Direct mail campaigns – 3 at 2,000 pieces each	3 (100's or 200 × $25) = $15,000	3 (25's or 40 × $25) = $3,000	3 (50's or 100 × $25) = $7,500
5. Other donations (through assisting constituency)	$3,500	$1,500	$2,500
6. Benefits	4 bake sales $1,600 1 concert 1,000 1 dinner 400 $3,000	3 bake sales = $600	4 bake sales = $1,200 1 dinner = 400 $1,600
7. Grants	4 totalling $20,000	2 totalling $10,000	4 totalling $15,000
TOTAL INCOME	$63,000	$22,900	$42,200

Gift Range Chart for "Likely" $6,100:

Gift Range	No. of Gifts	Prospects Ratio	Prospects Needed	Income
$1,000	2	1:1	8	= $2,000
500	2	1:1	8	1,000
100	20	2:1	40	2,000
50	22	2:1	44	1,100
Total				$6,100

Courtesy of the Northwest Coalition for Alternatives to Pesticides

2. CBE: Making a Fundraising Plan Easy to Evaluate

Citizens for a Better Environment raises most of its money from a large-scale, very successful canvassing program. In 1982 CBE's San Francisco office decided to broaden its community-based fundraising to include other strategies. To evaluate each strategy carefully, their fundraising coordinator was asked to present a detailed plan that could be easily measured against actual results.

1984 Fundraising Plan
Katie Knight

Membership Renewals (2-3) Roughly half of our supporters renew their memberships each year. The number 13,500 represents mailing to those who do not renew at least twice next year.
San Francisco

13,500 × .28 (cost per piece) = $3,780
13,500 × .025 (2.5% response) = 338 responses × $20 (avg. donation) = $6,760 gross
$6,760 − $3,780 = **$3,000 net**

Special Appeals (2) This is a special appeal for a particular project. The goal is to reach most of our current members twice. The figure 24,000 represents that goal minus people to be canvassed within two months of the mailer.

24,000 × .28 (cost per piece) = $6,720
24,000 × .275 (2.75% response) = 660 responses × $20 (avg. donation) = $13,200 gross
$13,200 − $6,720 = **$6,480 net**

Gunther List This is a major donor's family mailing list. Last year we netted about $2,000 with this list. We're hoping to retain the donors as ongoing members of CBE.

The cost of a personalized mailing to this list is about $200.
The estimated net is **$1,500**.

Membership Renewals (2) There are a minimum of 1,000 people who haven't renewed their memberships in the Los Angeles area. We will mail renewal letters to them at least twice.
Los Angeles

2,000 × .28 (cost per piece) = $560
2,000 × .025 (2.5% response) = 50 responses × $20 = $1,000 gross
$1,000 − $560 = **$440 net**

New Lists We have access to a 30,000+ person, environmental organization mailing list. The vast majority of their members have been generated through the mail. It is a current list, that is, contributions within a year. I would like to try 20,000.

20,000 × .28 (cost per piece) = $5,600
20,000 × .0175 (1.75 response) = 400 responses × 20 = $7,000 gross
$7,000 − $5,600 = **$1,400 net**

The net is obviously small here, but these folks can be gone back to for special appeals and future renewals.

Environmental Federation (United Way Campaign)
This projection is based on last year's return, and is adjusted for the larger CBE effort this year to recruit payroll deduction donations.

$500 expenses
$1,500 gross
$1,000 net

Courtesy of Citizens for a Better Environment

3. AVA: The Value of Planning and Evaluation

Asbestos Victims of America had a difficult time breaking into community-based fundraising. They tried many strategies, some with success, but they had no overall plan and no way to evaluate their success. The bulk of their income was provided by foundations.

In the last quarter of 1983 a consultant helped them create a plan for the rest of that year. Including in their goals all the money they had raised so far that year, they projected what their total income would be using specific strategies during the fourth quarter. Using the plan shown below they were able to raise 45 percent of their total grass roots income for the year in that last quarter.

Further, they projected to raise $17,600 for the entire year from grass roots sources and in fact raised $20,873, or almost 19 percent more than their goal. Major gift income was almost twice what they had projected. They attribute their success to putting a plan into place and implementing it.

The AVA Plan
(created for 4th quarter of 1983)

SOURCES		
Membership		
12 new members/month × $10 × 4	$ 480	
Renewals: 555 members (@ 50% × $10	$2,775	
(Two mailings for renewals)		
Appeal to current donors		
Thanksgiving appeal: 7% × $10	337	
Misc. appeals	252	
Total From Membership	$3,844	Actual total: $3,753.50
Major donors		
Write to 23 nonrenewing major donors: 10 renew × $50	500	
New major donors: 10 × $50	500	
Total From Major Donors	$1,000	Actual total: $4,645.00
TOTAL FROM BOTH SOURCES	$4,844	Actual total: $8,398.50

Courtesy of Asbestos Victims of America

4. NWLC: Description of Fundraising Strategies Which Allow for Broad Range of Involvement

This plan is a narrative description of the Northwest Women's Law Center's fundraising plan. The narrative serves a multitude of purposes: it can accompany foundation and corporate proposals, it is given to board members and volunteers, and it can be published in the newsletter. The narrative is a clear and easy way to see quickly what the Law Center's plans are.

Fundraising Plan—1984

Special Events

A. *Gala Dinner* (Goal $4,000)
This annual event is held each spring. The Law Center draws between three and four hundred people to a dinner held at the Westin Hotel in downtown Seattle. Each year we feature a speaker and give two awards to individuals who have contributed to the Northwest Women's Law Center and to the field of women and the law. In 1984, the feature speaker was Christine Craft. Law firms and corporations sponsor over 15 tables each year.

B. *Auction* (Goal $12,000)
This year the Law Center will hold its second annual auction. In 1983 this event drew over 200 people raising over $8,600 (net) for the Law Center. The event was held at the Museum of History and Industry. We auction everything from vacation trips to fine art.

C. *Judges Brunch* (Goal $2,000)
This event has kicked off as well as concluded our annual Challenge Grant Campaign. We usually hold the event at a large home or mansion in Seattle. We invite women judges as guests of honor.

Individual Solicitation

A. *Membership Campaign* (Goal $10,000)
The Law Center holds a membership campaign from February-May each year. Membership dues are $25. Members receive a quarterly newsletter with updates on the Law Center's activities and issues pertinent to women and the law; invitations to Law Center events; and discounts at certain educational and fundraising events.

B. *Challenge Grant Campaign* (Goal $25,000)
The Law Center has successfully used the Challenge Grant incentive as its primary fundraising method for three years. The funds for our three previous Challenge Grants came from anonymous donors. In the fall of 1983, we received $8,000 from four donors for a 2-to-1 match. We received $20,000 from our members and the community at large.

Educational Seminars/Publications (Goal $3,000)

A. *Educational Seminars*
The Law Center offers seminars on sexual harassment as well as other topics. We receive fees for our seminars that vary from $50-$350.

B. *Publications*
The Law Center sells three publications: Women and the Law in Washington State ($5.95); Lifetime Financial Planning for Women ($2); and Sex Discrimination in a Nutshell ($8.95).

In addition, the Law Center seeks operating grants from foundations and corporations, both on the local and national levels.

Courtesy of Northwest Women's Law Center

MCHC: Total Diversity of Funding Sources

The Madison Community Health Center has developed one of the best examples of great diversity of funding sources. In this plan, which is in four parts, they show income from churches, corporations, foundations, and small businesses, as well as a strong grass roots fundraising program. Further, the plan shows an aggressive seeking of in-kind donations such as medical supplies and other needed items. Finally, they project two or more years ahead in their fundraising planning, so that in 1983 they are already planning for 1985 and in 1985 they will be planning for 1987. This long-range view allows them flexibility in budgeting and encourages goal-setting and evaluation of fundraising strategies.

In-Kind Support — $59,500

A Clinical Services	Total hours	× Value per hour	= VALUE
Physicians	525	$20	$10,500
Nurse practitioners and physician's assistants	600	10	6,000
Laboratory technicians	475	7	3,325
Patient advocates	1,050	6	6,300
Pregnancy counselors and birth control educators	175	6	1,050
Nutritionist	96	8	768
Receptionists and office workers	1,325	4	5,300
TOTAL			$33,348

B Donations	Source	
Medical equipment	Physicians	1,850
Medical supplies	Physicians	890
Refrigerator	Private Donors	150
Pregnancy testing kits	Community Pharmacy	1,200
Medications program	Community Pharmacy	360
Medications program	Pharmacy	360
Pap smear analysis	Cytology Lab	2,016
Gonorrhea cultures and Throat cultures	Madison Department of Public Health	1,728
Autoclave maintenance		168
Office workers and receptionists		100
	Work-study program through the University of Wisconsin-Madison	10,880
Toys for waiting room	Retired Senior Volunteer Program	200
Paint for exterior	Paint store	200
Janitor services	Private Donor	3,500
Microscope	Local Doctor, M.D.	2,000
Office clock	Fillmore Goldsmiths	100
Medical textbooks	Health science students	400
Calculator	Meadow Wood Family Physicians	50
TOTAL		$26,152

Madison Community Health Center Fundraising Plan, 1984

Source		Actual, 1983 through 10/31/83	Projected, 1984
Individuals Source			
A. Special events		$ 4,175	$ 5,000
B. Income producing services			
1. Clinic fees			
a. Women's Clinic		4,768	6,000
b. General Clinic		3,309	4,200
c. Daytime Clinic		2,013	3,000
2. Pregnancy testing		538	1,000
3. Literature		650	1,000
	Subtotal	$ 15,453	$ 20,200
C. Memberships		$ 644	$ 1,000
D. Major Gifts		7,146	12,000
E. Payroll Deductions		3,026	4,000
	Subtotal	$ 10,816	$ 17,000
Private Sector			
A. Religious Institutions		$ 14,490	$ 25,000
B. Foundations		15,500	12,000
C. Businesses		700	1,000
	Subtotal	$ 30,690	$ 38,000
Public Sector			
A. City of Wisconsin		$ 40,752	$ 51,000
B. Wisconsin Bureau on Aging		5,123	7,800
	Subtotal	$ 45,875	$ 58,800
Total		$102,834	$134,000

MCHC 1984 Fundraising Plan

1. **Committed Funding Sources**	Amount	Date Received or Duration of Grant
City of Madison	$51,000	1984
Wisconsin Office on Aging	6,098	7/83- 6/84
Madison Urban Ministry	2,760	1984
United Church of Christ Board of Homeland Ministries	2,500	6/83
United Presbyterian Church, USA		
Women's Opportunity Giving Fund	5,000	11/83
Health Ministries	2,500	
Church Women United	500	1/84
2. **Grassroots Fundraising—anticipated income**		
Memberships	2,000	
Major gift solicitation	12,000	
Special events	2,500	
Payroll deductions through Madison Sustaining Fund Foundation	5,000	
3. **Potential funding sources—requests pending**		Date of Application
Downtown Rotary	4,500	1/84
Christ Presbyterian Church	1,000	6/83
Episcopal Church United Thank Offering	30,000	3/84
Campaign for Human Development	35,000	1/84
United Methodist Church	8,000	9/83
4. **Potential funding sources—requests planned**		Application Due
Wisconsin Office on Aging	6,000	6/84
Wisconsin Department of Heath and Social Services Maternal and Child and Health	25,000	7/84
United Way	10,000	6/84
United Church of Christ Board for Homeland Ministries	3,000	8/84
Wisconsin Community Fund	2,500	4/84

Madison Community Health Center Fundraising Plan, 1984 and 1985

Source	Actual 1983	Projected 1984	Projected 1985
Individuals			
A. Special events	4,710	2,500	3,500
B. Income producing services			
1. Clinics and pregnancy testing	13,120	15,880	21,500
2. Literature and classes	653	1,000	1,500
C. Membership and major gifts	12,299	13,000	15,000
D. Payroll deductions through the Madison Sustaining Fund Foundation	4,104	5,000	6,000
	$34,886	$37,380	$47,500
Private Sector			
Grants from foundations, businesses and religious institutions	$31,190	$36,000	$45,000
Public Sector			
A. City of Madison	44,671	53,900	60,000
B. Wisconsin Bureau on Aging	6,003	7,800	8,000
C. Wisconsin Maternal Child Health Block Grant	—	—	25,000
	$50,674	$61,700	$93,000
Total	$116,750	$135,080	$185,500

Courtesy of Madison Community Health Center

DEVELOPING INFORMATIONAL MATERIAL *

PRINTED MATERIALS

A. Brochures

Most organizations begin the development of a materials program with a basic brochure, a descriptive piece outlining the group's purpose, activities, programs, and services. Writing a brief, clear, and exciting presentation is often easier said than done. For emerging organizations it is an important exercise--one that will ultimately project the tone, texture, and character of the group, and establish an image. Brochures are also produced for all sorts of specific purposes--to raise funds, to celebrate an anniversary or mark an event, to promote a program or service.

Before starting to write, determine:

- what it is you want to communicate (who are you?)
- with whom you want to communicate (your audience)
- what kind of response you want from your readers (i.e., what do you want people to do after reading your brochure: become a member? ask questions? send a check? volunteer services? come to an event?)
- the focus of your brochure (theme)
- the best format and length for your brochure (i.e., does your message lend itself to extensive copy, photographs, graphs, or charts?)

Suggestions for developing effective brochures:

- Be sure that each piece is necessary and important.
- Link the design and thematic elements of all written material by using similar or related sizes, matching or complementary colors, typefaces, and layout patterns.

*adapted from *Promoting Issues and Ideas: A Guide to Public Relations for Nonprofit Organizations* by Public Interest Public Relations (The Foundation Center, 1987)

Use graphic and editorial designers to translate a "deeply held conviction about the serious purpose of an organization" into something visually appealing and more communicative to a broader audience. In selecting and working with a designer:

1. See samples of her/his work. Find a designer who shares your creative and aesthetic goals.

2. Get an estimate of the cost. (Stay away from larger studios, since you would pay for overhead as much as for actual work done.)

3. Tell the designer the intended message of a project, its audience, focus, its lengths, and how photos or other visuals could be useful.

4. Give the designer the copy to read before he/she works with it.

5. Have the graphics designer produce a *mock-up*, *comp* (composition) or *dummy* of a brochure. A mock-up provides an idea--a sense--of what the piece will look like. It will show how type and photos will be positioned, how headlines will look in relation to copy, and how the brochure will "work" as a unit.

6. If budget is a problem, see if you can handle the easier design work yourself, and let your professional designer create the overall effect and handle more difficult assignments.

B. Newsletters, Membership Publications, and Magazines

Newsletters and other publications inform and update special audiences. Their circulations are tailored to select groups or individuals. They are often published for promotional and/or educational purposes, such as identifying staff and volunteer involvement, uniting members, and eliciting additional support. For a newsletter to be effective, it should have a clear sense of its readers and their interests and informational requirements.

1. Frequency.

To keep news fresh, and to keep members and potential members abreast of current organizational developments, concerns and goals, it is a good idea to publish as frequently as possible. While frequency depends on the type and amount of news, budget, and staff available to prepare and distribute material, newsletters published infrequently or sporadically cause particular problems.

The longer the time lag between issues, the less newsworthy the content, but the more that content must make a lasting impression. The same is true for the look of the publication. If it is a quarterly, or even in some cases a monthly, a more impressive and lasting impact on the reader is required. Often this translates into larger budgets for design.

2. Style

Most newsletters and member publications are informal in style. Usually the simpler the newsletter, the more it will be read. Writing style, timeliness and the message itself are more important than the medium. Those publications seeking support or serving as membership premiums for joining an organization tend to be glossier, with a heavier emphasis on layout, design, and editorial content. They often go beyond news about the organization to magazine feature articles on general subjects related to the organization.

3. Content

What a publication says is going to be dictated by the organization's objective. Content may vary from issue to issue, but features which always appear provide topical and graphic continuity and give readers something they can expect. Columns and regular features shape how the reader perceives the institution and help organize the graphic look of the publication. Some methods which publications use to standardize their format:

Question and Answer sections

member or staff feedback

person-on-the-street interviews

polls and surveys

general news items about the organization's area of specialization

publications and new products to write for

new resources

employee profiles

employee news

volunteer news

statistics

reprints of major policy statements or speech excerpts

reprints of media coverage (with permission)

guest columns

letters to the editor

4. Design and Layout

Most newsletters are printed on 11" x 17" sheets (cut from a 25" x 38" sheet) and folded in half for an 8 1/2" x 11" page. Sizes can vary, and type of paper can range from glossy (shiny, coated stock) to newsprint, from matte (not shiny) finish to textured, and from thick to thin. Sixty-pound paper stock is relatively common.

The overall design of a newsletter should produce a consistent look. It can allow the use of different-sized but related elements for flexibility while it organizes the visual elements and helps order stories and pictures. A good design makes layout and typesetting decisions simpler, easier, and faster--and orderly.

C. Annual Reports

Many states now require nonprofit institutions and foundations to file annual reports to keep their tax-exempt charitable status. The primary aim is to provide a uniform reporting procedure on the financial condition of the organization. Even where not required, annual reports have become centerpiece publications for nonprofits of all kinds.

In most cases, the annual report says what the organization is--why it exists, who is involved. While it does not need to be a slick and expensive as the annual reports usually published in the for-profit world, it should be as persuasive and professional as its for-profit counterpart. For many organizations, it will be used to build a case for past and continued support.

Annual reports allow an organization to look at itself as a whole to see where it is headed, and to report its conclusions to its various audiences. It often serves as an organizational catharsis, allowing each department, program or section to look carefully at what it has accomplished in the past year and what it still hopes to do. It may be the most important publication an organization develops because it may reach a wider audience and serve several purposes. It is vital that as much effort as possible be put into this project. Annual reports generally take from three to nine months to write, design, and produce.

Some of the questions which should be asked in determining what time and effort will need to go into the annual report:

- How elaborate will the report be?
- How many (if any) photos and art work will be needed?
- How difficult will it be to prepare copy? Will you need to write or commission a special essay?
- What is the internal clearance procedure for the copy?

- Is one person or group responsible for creating it, or will it be written by a committee?
- How many people have editorial control over the report?
- How many will need to see graphics?
- What kind of design/production team will tackle the report?
- Do photos need to be taken or will stock pictures do?

1. Preliminary Organization

Before the annual report process gets underway, the executive director and the public relations director should meet to discuss the report's themes, its purpose, its utility over the course of the coming year, when it should appear, and its budget. The earlier and more precisely these questions are resolved, the smoother the creation and production of the report will become.

2. Delegating Authority

If at all possible, the report should come under the aegis of one department, written by one person, and edited by as few others as possible. However, the information contained in it should be cleared and reviewed by as many as necessary. Financial and audited information is technical in nature and requires expertise. Program concerns should be reviewed by those directly responsible. Changes should be limited to facts, as opposed to style. If there are questions of style, they should be indicated, but incorporated only after careful consideration.

3. Questions of Format and Style

There should be stylistic parallels between the annual report and the organization it describes. If a group is meant to delight--a dance company, a theatrical troupe--and is by definition creative or unorthodox, the annual report should reflect this style. A research organization may want to develop a more formal statement.

In terms of format, annual reports often contain these components:

a. Message from the organization's leadership incorporating the theme or focus of the report.

As the centerpiece of the report, this message might describe challenges of the past year, looking toward the future, the preeminent needs of the organization, and how they were or can be fulfilled. This message usually comes in the form of a letter from the chair of the board, the president, and/or the executive director.

b. List of the members of the board of trustees and officers of the organization.

c. Financial statement.

This can be presented as an auditor's report, a balance sheet of revenues and liabilities for the past year, and possibly a forecast of the budget for the upcoming year. For most nonprofits, it is helpful to include some illustration of how the public's contributions fit in--where the money comes from and, in at least broad terms, where it is going.

A nonprofit organization is not obligated to tell the bad with the good, but the group that can deal honestly with its members, contributors, volunteers, and constituents in bad times stands a chance to regain and rebuild support. If contributions are down, say so--perhaps in the president's letter. Also say why and indicate how you plan to handle the downturn.

d. Highlights of the past year's programmatic efforts and directions.

e. History of the organization.

If you have another published piece that provides a history of the organization, you may not need to include historical material in the annual report.

f. List of major donors.

This can serve as an appeal for future contributions by saluting past donors. It can even become part of an overall discussion of how a group functions.

g. Special features to generate interest and excitement about the organization.

This can be done in a number of ways including:

- excerpt from an article on some major concern of the group
- photo essay or graphics
- profile of an event or honored individual(s)

h. Cover.

The cover should be designed to attract attention. It does not need to be gimmicky or overly extravagant or use four-color printing. It should, however, have a strong design and be appropriate for the organization.

D. Posters

Posters can advertise your general program, a special event, or some occasion like an organizational anniversary. They may be framed as mementos or autographed and auctioned off at benefits. You can often use other advertising art for the poster or adapt pages from the annual report (the cover, for example) for poster design.

E. Other Ways to Spread the Word

Many novelties can be used to let people know about your organization. There are specialty houses and catalogs that offer gifts or other items that can be imprinted with an organization's logo, name, and, in some cases, a short message. These can be sold, used as membership incentives, or given away at benefit events. However, they involve an upfront investment of money. And if they are used as membership premiums, it will be difficult to stop offering them once you start.

Some possibilities:

tote bags	bumper stickers
umbrellas	buttons
notepads	calendars

AUDIOVISUALS

A. Slide Shows and Film Strips

The use of audiovisuals has become increasingly common among nonprofits. A speech very often requires illustrative material. Press conferences, annual meetings, and planning sessions often demand visual elements to illustrate and supplement the written or spoken word.

In preparing a slide or filmstrip presentation, follow these steps:

1. Determine the objective and audience

2. Decide how it will be used--stand on its own or to illustrate a prepared talk or presentation

3. Decide on the format

   a. Manually advanced, advanced by a setting on the projector, computer-controlled?

   b. Front-screen projected or rear-screen projected?

   c. One projector or several?

   d. Narrated in-person, on-tape by staff or volunteer, or by professional?

   e. Musical soundtrack?

4. Prepare a storyboard--a board with 3" x 5" index cards showing a rough sketch and narration for each slide or filmstrip frame (approximately 40 will fit on 27" x 27" board)

5. Produce the photography, artwork, and soundtrack

Artwork is needed to create title slides--names, lists, quotes, charts, or graphs--or to superimpose titles on existing slides. Some tips for producing artwork:

- generate lettering by using typeset copy, rub-on transfer letters, or type from a good typewriter
- photograph the artwork against a colored paper background--using close-up lens, copy stand, and camera support (tripod)
- make sure the written material is legible--should be able to read slide without magnification at a distance of 12 inches

Keep narration simple. The images you create with words should parallel the images on the screen. Adding prerecorded music or narration will enhance the preparation but it will probably require a professional engineer and sound studio to record and mix the voices and music for a good presentation.

B. Films and Video

These are the most dramatic, creative, and contemporary communications devices. Before commissioning either a film or video, both expensive forms of communication, think about these suggestions:

- Have a forum in mind for the final product.
- Be committed to a medium for the film's presentation, and be certain the expense (many thousands of dollars) is worthy of the medium.
- Consider less expensive communications alternatives.

If you believe that film or video work will be seen and if you have access to inexpensive production teams through a grant, volunteers, cable television owners, university-sponsored groups, or local journalism schools, then experiment. The competition for creating high-quality visuals is fierce, and the American public is used to high-production values. Your work should not fall short of that expectation.

C. Other Visual or Audio Aids

1. Transparencies for overhead projectors (xerox from printed page or created with ink)
2. Solid materials such as postcards with opaque projectors
3. Easel and charts

PHASE 1

PHASE 2

PHASE 3

PHASE 4

PHASE 5

PHASE 6

PHASE 7

PHASE 8 — Making the Approach

PHASE 9

PHASE 10

LADDER OF COMMUNICATION EFFECTIVENESS

Least Effective ——— Most Effective

One-to-one conversation

Small group discussion

Large group discussion

Telephone conversation

Handwritten letter

Typewritten letter

Mass-produced letter

Newsletter

Brochure

News item

Advertisement

Handout

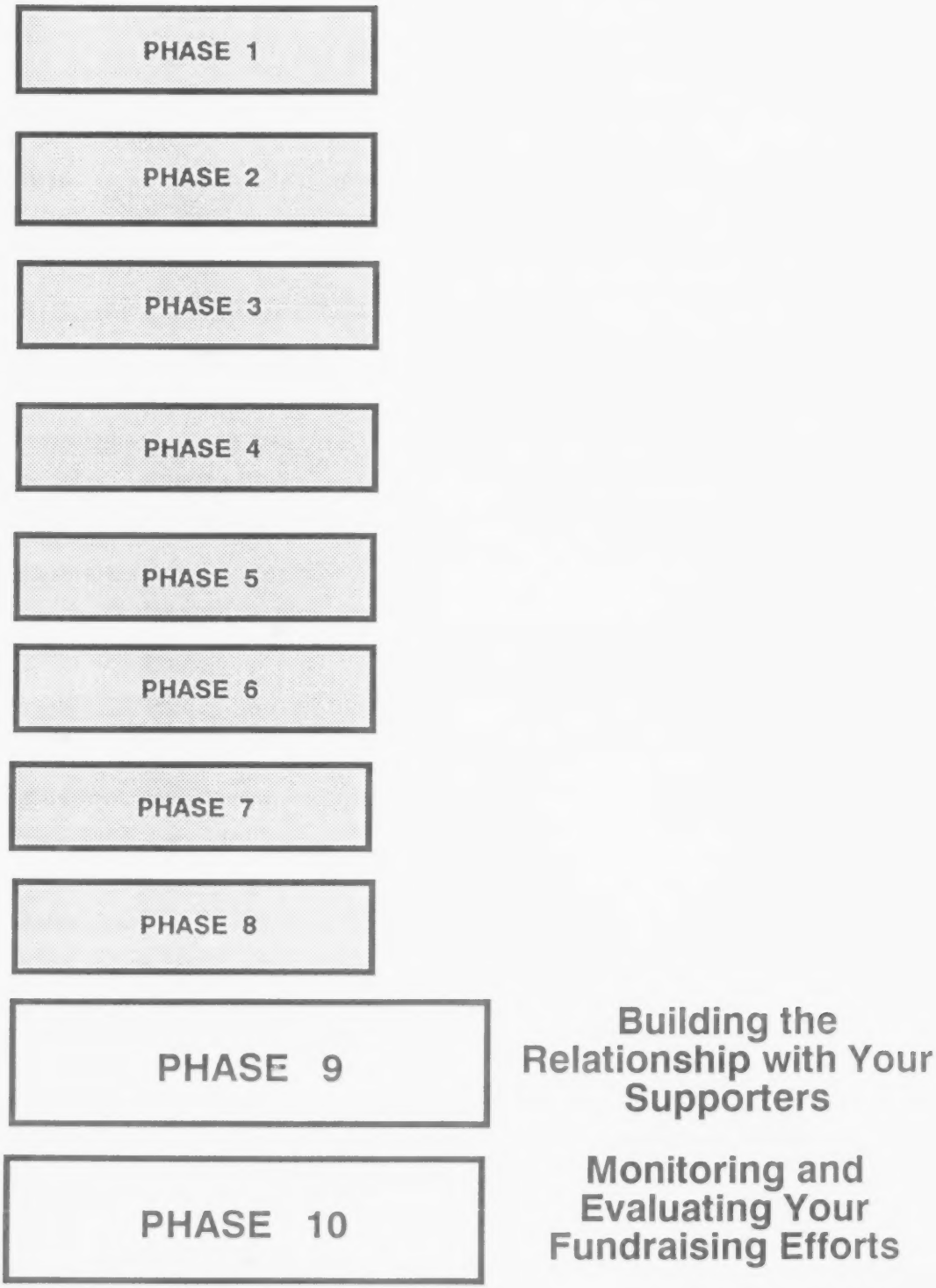
WORKSHEET P

SELECTING YOUR ASKERS

OBJECTIVE: *To identify individuals connected with your organization who will be useful in approaching potential contributors.*

DIRECTIONS: List individuals who would be good people to make the request. Keep in mind such factors as:

- occupation
- age
- standing in community
- sex


PHASE 1
PHASE 2
PHASE 3
PHASE 4
PHASE 5
PHASE 6
PHASE 7
PHASE 8
PHASE 9
Building the Relationship with Your Supporters
PHASE 10
Monitoring and Evaluating Your Fundraising Efforts

EXAMPLE - BUILDING RELATIONSHIPS

The History of John Doe's Participation in the Work of the Bumble Bee Day Care Center

- John makes a modest contribution in response to a request from his neighbor and becomes a member.
- He attends Center's Open House, responding to an invitation.
- He regularly receives newsletters and other publications from the Center.
- He attends special events.
- He becomes a volunteer in response to a call for volunteers in the newsletter.
- He asks others to volunteer their time.
- He asks others to make contributions.
- He receives public recognition for his contributions in a profile article in the newsletter.
- He joins a standing committee of the board.
- He accepts a nomination to the board of directors.
- He steps down from the board after serving two terms.
- He joins the advisory committee.
- He is honored at the annual dinner for his years of service.

SUCCESSFUL COMMUNITY FUNDRAISING

SUCCESSFUL COMMUNITY FUNDRAISING
INVOLVES PEOPLE
EVERY STEP
OF THE WAY

YOUR ORGANIZATION MUST PROVIDE YOUR CONSTITUENCIES WITH:

A SENSE OF AFFILIATION

A RELATIONSHIP THAT IS ONGOING WITH ONE'S NEIGHBORS

RECOGNITION FOR THEIR CONTRIBUTIONS

WORKSHEET Q

THE "YES, BUT..." WORKSHEET

1. _____
_____
_____

2. _____
_____
_____

3. _____
_____
_____

4. _____
_____
_____

5. _____
_____
_____

6. _____
_____
_____

7. _____
_____
_____

WHERE DO YOU GO FROM HERE:

"The Sun Will Come Up Tomorrow"

We hope we have fired you up and inspired you to go back and raise some new revenue to support the vital work of your organization. Will that happen?

If you leave the burden or responsibility totally on your own shoulders, the likelihood is slim. Remember fundraising is an activity that can be propelled by the same values that you bring to other aspects of your group's work. It is not a "necessary evil" so that you can get on with "your real work." That attitude will always lead to downfall. So here are some tips to help you make this workshop into a reality for your work:

1. Type up your notes and circulate them to others -- staff, board, and volunteers.

2. Convene a fundraising/development committee, composed of individuals within and outside of the organization.

3. Make a commitment to ask one prosect per week for a contribution, or to ask someone else to make a solicitation.

4. Convene a meeting of staff from other related groups to share your fundraising experiences, especially hard-learned lessons.

5. Arrange for one or more board members to attend a workshop or seminar on fundraising.

6. Set an annual fundraising goal in consultation with staff, board and volunteers.

7. Design a public fundraising thermometer or chart that shows your weekly progress in raising money. Hang it up in your office, and print it regularly in your newsletter.

8. Regularly acknowledge your contributors/members in your newsletters, special events programs, etc.

9. Be kind to yourself, People will say "no." Don't become discouraged. Move on to the next prospect.

10. Find a fundraising "buddy" from among the workshop participants, from your own group, or from another organization - someone with whom you can share both your successes and your disappointments.

11. Use technical assistance resources which are available.

GOOD LUCK AND HAPPY FUNDRAISING!

Michael S. Seltzer

III. SELLING YOUR PROGRAM

WORKSHEET R

HOW DO I FEEL ABOUT "SELLING" MY PROGRAM

Please indicate your feeling about each of the following statements on the scale from 1 to 5.

	Strongly agree				Strongly disagree
1. Because of the availability of such funding sources as EPPE, my program does not need to do additional fundraising.	1	2	3	4	5
2. There is not enough time for anyone in my program to do fundraising.	1	2	3	4	5
3. My program puts out a brochure on a regular basis, but we do not seem to see much return for the effort.	1	2	3	4	5
4. It is the responsibility of the government to provide literacy services.	1	2	3	4	5
5. When outside funders are involved, they try to run the program.	1	2	3	4	5
6. If we tried to run our program like a business, it would take a lot more staff.	1	2	3	4	5
7. The number of responses to any marketing effort will be too small to make it worth the effort.	1	2	3	4	5
8. It is impossible to get businesses interested in literacy programs.	1	2	3	4	5
9. There are very few non-governmental sources of funds for literacy programs.	1	2	3	4	5
10. Fundraising is more trouble than it is worth.	1	2	3	4	5

CASE STUDIES: WHAT DO INVESTORS WANT?

The following cases describe a local agency or program plus a group of potential investors (clients). Look at these situations and determine what matches there are between what the agency or program has to offer and what the investors need. What might be done to make this a better match? For instance, this might be a new program, a modification to an existing program, or a new funding source.

CASE 1

PROGRAM: The Sinclair School District provides a program for adults which focuses on employment training. This program runs five days a week from 9 a.m. to 3 p.m.

POTENTIAL INVESTORS: In this community are several adults who have been told that their elementary age children have scored very poorly on the standardized achievement tests. They would like to be able to help their children with their homework, but lack the literacy skills to do so. None of these adults has completed a high school diploma.

CASE 2

AGENCY: Torrence Community Center provides a variety of recreational, social, and educational programs and services for children and adolescents. The program hours are 3 - 11:30 p.m. during the week and 9 a.m. - 2 p.m. on Saturdays.

POTENTIAL INVESTORS: There is a group of young adults who hang around the Center even though the Center does not provide any services for that age group. At times they are disruptive to the programs, and there have been complaints about their potential bad influence on the adolescents who come to the Center programs. These people are out of school and out of work. They represent a wide range of literacy levels. Like the regular clients at the Center, this group is racially mixed.

WORKSHEET S

GOVERNMENT FUNDING SOURCES

VEA

AEA SECTION 306

AEA SECTION 310

WEP

Municipal Assistance

Trade Readjustment Act

ORRA

Economic Development Short-term Grants

JTPA 78%

JTPA 8%

JTPA 3%

EPPE/EA State Aid

Pre-Kindergarten Program

School to Employment

Refugee/Entrant Assistance

Social Services

Dept. of Labor

Dept. on Aging

Health Dept.

Fees/Tuition

WORKING WITH MULTIPLE FUNDING SOURCES

DESIGN

- Mission Statement
- Analysis of Need
- Capability
- Evaluative Process
- Commitment

FORMULATION OF A GRANT

- Understand the intention and scope of each grant
- Know the granting agency's goals and objectives
- Know the contact person
- Read the R.F.P. carefully
- Understand matching contributions
- Understand the intent of the legislation dictating the R.F.P.
- Know your capabilities to achieve as a successful recipient

MANAGEMENT PLAN

Common Elements of Grants

- Purpose and scope
- Funding level
- Match
- Personnel
- Positions created
- Responsibilities
- Timeline
- Reporting
  - Program
  - Fiscal

WORKSHEET T

ASSESSING YOUR CAPABILITY TO WORK WITH MULTIPLE FUNDING SOURCES

1. Does your organization have a mission statement? _____ If yes, what is it?

2. Will the funding sources you want to approach support this mission? _____

3. Have you done an analysis of need? _____ If yes, what were the major needs identified?

4. Does your organization have the capability to manage the funds you are seeking? _____

If yes, what factors lead you to that conclusion?

5. Will there be a strong commitment on the part of all necessary parties to do what is necessary to carry through on these efforts to attract multiple funding sources?

Administration _____

Staff _____

Business Office _____

Others _____

WORKSHEET U

FUNDRAISING IMPLEMENTATION PLAN

PRELIMINARY IMPLEMENTATION ACTIVITY LIST

An **activity** is:

a. a specific procedure or process

b. completed at a certain point in time

c. that is carried out by organization personnel

d. as part of a strategy

e. for reaching the desired objective.

SOLUTION/STRATEGY:

LIST OF ACTIVITIES:

WORKSHEET T (Cont.)

IMPLEMENTATION TIMELINE

Activities	Intermediate Dates	Target Date

WORKSHEET T (Cont.)

ASSIGNMENT OF IMPLEMENTATION RESPONSIBILITY WORKSHEET

Activities	Resources (Budget)	Person(s) Responsible	Completion Date

WORKSHEET T (Cont.)

TASK PLANNING WORKSHEET

A task is:

a. a specific procedure or process,

b. including what will be done, when, and by whom

c. that is part of a larger "activity."

SOLUTION/STRATEGY:

ACTIVITY:

Tasks	Why?	When?	Who?	Resources

SAMPLE SURVEY

SURVEY ON ADULT EDUCATION AND TRAINING PROGRAMS

Location _____ Sex _____ Second Call _____

Hello. I'm _____ and I'm doing a survey on local education and training programs for adults. I was hoping you'd have two minutes to answer a few brief questions for me.

1. Name three local adult education or training programs

A. _____

B. _____

C. _____

2. Name three features of A (if person asks what you mean by features, say "benefits or advantages").

A. _____

B. _____

C. _____

3. Name three features of B.

A. _____

B. _____

C. _____

4. Name three features of C.

A. _____

B. _____

C. _____

5. Of these features, which is the most important to you? (Mark feature named with a 1.)

6. Which feature is next most important to you? (Mark next one given with a 2.)

Continue asking "Which is next most important to you?" until all features have been ranked.

SAMPLE

Steuben-Allegany BOCES R.D. #1 Bath, NY 14810
SPECIAL PROJECTS REGISTRATION FORM

PART I (To be filled in by instructor)

Name of Program/Course_____ Center (If Applicable) Coopers___ Wildwood___

	Program Code*	Enrollment Date	Termination Date
1st Program/Course	_____	_____	_____
2nd Program/Course	_____	_____	_____
3rd Program/Course	_____	_____	_____

*Use Program Code Numbers listed in Part III

PLEASE PRINT

PART II (To be filled in by student)

Name_____ Day Phone_____
Last First Evening Phone_____

Address_____
Street Town State Zip Code

School District in Which You Now Live_____

Birth Date_____/_____/_____ Social Security #_____ Sex: Male___ Female___

Ethnic Origin_____(Code No.)
1. American Indian
2. Black
3. Oriental
4. Hispanic
5. Other-including White

Employment Status_____(Code No.)
1. Employed
2. Unemployed-Not Available for Work (incl. Retired)
3. Unemployed-Available for Work

Education Status_____(Code No.)
1. H.S. Diploma or Greater
2. H.S. Equiv. or Greater
3. No Diploma or H.S.E.

Are you:

1. A Displaced Homemaker?	Yes___	No___
2. A Single Parent?	Yes___	No___
3. Receiving Public Assistance?	Yes___	No___
4. Receiving Unemployment Benefits?	Yes___	No___
5. An Immigrant?	Yes___	No___
6. Handicapped?	Yes___	No___

PART III (For instructor use only)

Program Codes:
1. Citizenship
2. ESL
3. ABE
4. HSE
5. GRASP
6. Day Adult
7. Night Adult
8. FLASH
9. SPHERE
10. Counseling
11. Life Skills
12. Job Seek. Skills
13. Traveling Tutor
14. Leader Reader
15. Voc. Assessment
16. Case Management

Literacy Program Instructor Use Only:

	Reading Comp.	Total Math
1. Below 3.0	___	___
2. 3.0-4.9	___	___
3. 5.0-6.9	___	___
4. 7.0-7.9	___	___
5. 8.0-8.9	___	___
6. 9.0-9.9	___	___
7. 10.0-10.9	___	___
8. 11.0-Over	___	___

Date Terminated from Prgm._____
Date HSE Diploma Earned _____

Occupational Program Instructor Use Only:

# of Hours Completed_____

Date Completed/Terminated_____

Certificate Recd. Yes___ No___

Instructions for Copies:

White Copy - Return to Special Projects, Bath, at time of enrollment
Yellow Copy- Return with any update, changes, certificate, completion date info.
Pink Copy - Teacher Retains

BOC-67

BASIC APPROACH TO A SALES INTERVIEW

Building Rapport

Discovering Needs

Demonstrating Solution

Raising Doubts

Demonstrating concerns are addressed by the product or service

Asking for the commitment

Congratulating the person for their wisdom

ROLE PLAYS: SELLING YOUR PROGRAM

ROLE PLAY 1

Mary Gaglin, Director, Longwood Literacy Program

You have only been director of the program for a few months and one of your goals is to increase enrollment in the program by networking with other agencies and organizations in the community. You have found that the program does not have a very good reputation, and you are determined to change that perception. It is your feeling that the problem was more with the former director and not with the program itself. You have asked for this meeting with the Director of the Longwood County Department of Social Services to arrange a regular referral of their clients to your literacy programs. You want to convince them that they should be looking upon this as a long-term investment in the economic development of their welfare clients.

John Thomas, Director, Longwood County Department of Social Services

You are very dubious about the value of referring clients to the literacy programs. You were always very unimpressed in your dealings with the former director, although you suppose you should give this new person a chance.

Optional - one other person whom Mary chooses to bring to the meeting (with John's permission); this role to be defined by Mary

ROLE PLAY 2

Delbert Washington - Superintendent, Artmore BOCES

You have learned from some informal conversations that the Gottleib Corporation, owner of a regional supermarket chain, is very concerned about the fact that they are having difficulty attracting and keeping employees. One of the major reasons they have identified is that, while they can find people who can function adequately at the very lowest levels, their lack of literacy skills does not allow them to advance. You have asked to meet with the head of personnel to talk with her about the possibility of instituting a workplace literacy program.

Consuela Rodriguez - Personnel Director, Gottleib Corporation

Mr. Washington has asked to meet with you about workplace literacy, but you are not sure what he has in mind. You're willing to listen to any ideas which will make your job easier.

Optional - one other person whom Delbert chooses to bring to the meeting (with Consuela's permission); this role to be defined by Delbert

ROLE PLAY 3

Bruno Sanducci - Director of Adult Program, Truckton School District

You have found that one of the reasons that many adults drop out of your GED and vocational training programs is for financial reasons. While these people realize that getting the diploma and/or the additional training will help them economically in the long run, many of them just cannot afford to take the necessary time away from work to complete the programs. You have decided to approach Continental Bank about putting together some kind of bridge funding to help these people through this training period.

Bonnie Whitson - Vice President, Continental Bank

You have read the background material Mr. Sanducci has sent and have a general idea of the proposal he will be making. You and the other bank officers are very dubious about this proposal, although you have heard good things about Mr. Sarducci's creative leadership.

Optional - one other person whom Bruno chooses to bring to this meeting (with Bonnie's permission); role to be defined by Bruno

ROLE PLAY 4

Trudy Bell - Director, Bolton County Literacy Volunteers

One of your goals for next year is to increase the number of literacy volunteers by 20%. Among the potential volunteers you have targeted is the Bolton County Women's Club. This group of about 50 members (of whom 25 are supposed to be very active) takes on a particular project for each year. You know that they will be choosing a project within the next few months and you have asked to make a presentation to their meeting.

Billie Durand - President, Bolton County Women's Club

Although you certainly want the club as a whole to decide on the project for next year, your "pet project" is the children's ward at Bolton General Hospital.

Jessica Smith - Member, Bolton County Women's Club

You are very interested in the problem of literacy because you remember the embarrassment your father suffered because he did not know how to read. You think this would be an excellent project.

Optional - another person brought to the meeting by Trudy; role to be defined by Trudy

- other club members; self-defined roles

POWER BASES

I WANT	I (CAN) GIVE
HE/SHE WANTS	HE/SHE (CAN) GIVE